

# KAREEERG MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN



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## **EXECUTIVE SUMMARY**

Kareeberg Municipality is situated in the western side of the Pixley Ka Seme district municipality in the Northern Cape Province. The district municipality is adjoined by three provinces - Free State, Eastern Cape and Western Cape. The district consists of nine municipalities of which Kareeberg local municipality is the second smallest.

Kareeberg municipality was established through the amalgamation of, Caranarvon, Vosburg, Van Wyksvlei and a large area of rural farms. The administrative centre is located in Carnarvon which is on the main route from Kimberley/Bloemfontein to the Southern part of Namakwaland and the West Coast.

The landscape is typical Karoo with an annual average rainfall of 260mm and an annual evaporation of 2300mm. There are no constant rivers running through the municipal area and all towns depend on ground water. Kareeberg municipality forms part of the interior pre-Karoo surface pattern consisting of hills and lowlands, and hills and moderate relief.

Kareeberg municipality is committed to improving the quality of life of all residents by implementing credible administration; adequate infrastructure and improved economic and social initiatives. The municipality also subscribes to the Batho Pele principles and efficient management, and endorses a “people-driven” approach to ensure public participation in local affairs. The municipality adheres to legislation, policies, procedures, conditions of service, and respects the views and inputs of all members of the council. The municipality is regarded as an important institution promoting racial, gender and all other forms of equality, to empower the local populace.

The local population growth rate depends on local economic opportunities for its people. Such opportunities are sadly lacking. Large numbers of the population leave the area to seek opportunities in other towns and provinces. The effective service delivery and quality infrastructure can also affect population growth in the municipality.

There is a high degree of poverty and a low degree of education. The declining economy is largely based on sheep farming. Most of the local people are economically inactive because of the high rate of unemployment. Kareeberg local municipality faces the problem of poor/indigent people, or those earning the maximum of R1880.00 or less per month. In addressing this problem, the municipality commits itself to making available free basic service to such people.

Other challenges facing Kareeberg local municipality is HIV/AIDS; high alcohol abuse; teenage pregnancy; domestic violence and a high rate of smoking, which all play a role in population growth. There is, on the other hand, a lack of quality health facilities within the municipality, to the extent that people have to be transported to bigger towns, like Kimberley for quality health services.

The spatial distribution of Kareeberg's population clusters around main economic centres, and these centres are likely to record high future population growth rates as a result of both natural growth and migration of farm dwellers to urban areas.

All three towns rely on underground boreholes water supply systems. Ongoing attention is needed for the maintenance and management of such water supply systems.

The municipality operates sewage sites in Carnarvon and Vosburg. In Carnarvon an aerated pond system is used and a conventional oxidation pond in Vosburg. In Van Wyksvlei the solid waste disposal is used to dump sewage. Serious attention to the on sanitation situation is necessary.

Most of the households within the municipality have access to electricity. This is a positive aspect which will contribute largely to the social development of the residents. The situation in the rural areas is however still problematic and it is estimated that most of the households are still without electricity.

When looking at the spatial overview of Kareeberg municipality influencing development, Carnarvon is identified as an urban centre and should be promoted through the implementation of urban rehabilitation programmes to stimulate economic growth. On the other hand, Vosburg and Van Wyksvlei are identified as rural service centres that complement the satellite towns in the remote areas for the purpose of even distribution of services.

## **CHAPTER ONE**

### **1. THE LEGISLATIVE FRAMEWORK AND THE INTEGRATED DEVELOPMENT PLANNING**

#### **1.1 INTRODUCTION**

The introduction of democratic rule in 1994 has challenged the local government in South Africa to provide services to the majority of the black population, denied access to social and economic amenities in the past. The national constitution has given rise to a myriad of legislation that is intended to redress the socio-economic disparities created by the apartheid system of government.

With the acceptance of Developmental Local Government in the White Paper on Local Government (1998), Integrated Development Planning was institutionalised through the Municipal Systems Act (2000) as the planning tool to be used by municipalities in furthering their responsibility of service delivery to communities.

There are several sector plans that constitute the Integrated Development Plan, a programme which can easily be termed “a business plan of local municipalities”. The main aim of these sector plans is to ensure that delivery and management is undertaken in an orderly and coherent fashion. These include an infrastructure plan; a transport plan; a spatial development framework, to mention just a few.

#### **1.2 PURPOSE OF THE IDP'S**

The IDPs have to ensure that departments within national and provincial government, as well as municipalities, function in concert in the execution of their tasks and delivery of services to communities. The IDPs therefore exist to assist the municipalities to fulfil their developmental responsibilities, as it is the aim of every municipality to improve the quality of life of its citizens. Through the IDPs the municipality can easily identify the problems, issues and needs affecting its municipal area, so as to develop and implement appropriate strategies and projects towards addressing the public's expectations and problems. The IDP also provides specific benefits for all the stakeholders involved in the process.

#### **1.3 THE LEGAL REQUIREMENT FOR IDPS**

The Constitution of the Republic of South Africa (Act 108 of 1996) has given new municipalities a number of developmental responsibilities. The Municipal Systems Act (Act no 32 of 2000) requires all municipalities to compile Integrated Development Plans (IDPs) that will guide all their planning, budgeting and management decisions. Apart from the legislative requirement to compile IDPs, municipalities are also expected to compile sector plans, which should form part of the IDPs. There are National requirements that compel municipalities to formulate sector plans and the following are some examples: -

- ☐ Water Services Development Plan (WSDP): Dept of Water Affairs and Forestry.
- ☐ Integrated Transport Plan (ITP): Dept of Transport.
- ☐ Integrated Waste Management Plan (WMP): Dept of Water Affairs and Forestry.
- ☐ Land Development Objectives (LDOs): Dept of Land Affairs.
- ☐ Spatial Development Framework (SDF): Dept of Provincial Affairs and Local Government.
- ☐ Integrated Waste Management Plan (WMP): Dept of Water Affairs and Forestry

In addition to these, municipalities are also required to incorporate the following aspects into their planning frameworks:

- Housing strategies and targets (Housing Sector Plans).
- Local Economic Development (LED) issues.
- Integrated energy plans.
- Integrated infrastructure planning and compliance with guiding principles of the National Environmental Management Act (NEMA).

- Development Facilitation Act (DFA).
- Environmental Implementation Plans (EIPs) and Environmental Management Plans (EMPs).

All these legislative requirements are aimed at ensuring that clear and workable plans, reinforcing each other, are in place. The sole purpose is to achieve meaningful development and improvement of the living conditions of citizens.

## **CHAPTER TWO**

### **2. THE THEORETICAL PERSPECTIVE ON DEVELOPMENT PLANNING**

#### **2.1 INTRODUCTION**

Integrated development planning is a result of a world-wide change in the 1980s to concepts such as Urban Management and District Development Planning. This concept of development gained popularity as it became clear that national states were not achieving meaningful developmental results, despite the fact that funds were being spent on projects on a yearly basis. This was due to the fact that there were no concrete strategies in place which could be used to formulate and quantify projects; identify sources of funding for projects; put in place monitoring programmes on projects; unlock blockages on projects; ensure that projects are completed on time; ensure that projects attain the intended objectives, as well as providing ambiguous account of activities in projects. Development efforts were not coherent and, as a result, meagre resources were being wasted, and so national states and developing countries in particular, were becoming poorer despite huge expenditure on projects.

The Integrated Development Planning, is directly linked to the concepts of strategic and action planning, which are essentially a reaction to master planning and spatial planning which could not trigger the desired development within the national states.

#### **2.2 OVERVIEW OF THE IDP PROCESS: THE STRATEGIC NATURE**

The IDP process is a strategic planning process. Strategic planning itself is not unfamiliar or totally new. Large institutions in the corporate environment, as well as government institutions, often make use of it. It provides those institutions with the opportunity to plan ahead within the framework of available recourses.

Municipalities need to go through a similar process to ensure continued provision of necessary services to their communities; deal with poverty, and enhance investment into these areas. At municipal level this process is known as Integrated Development Planning. In South Africa, this has to be done in terms of the Municipal Systems Act and its regulation.



The diagram below provides us with an overview of the process.

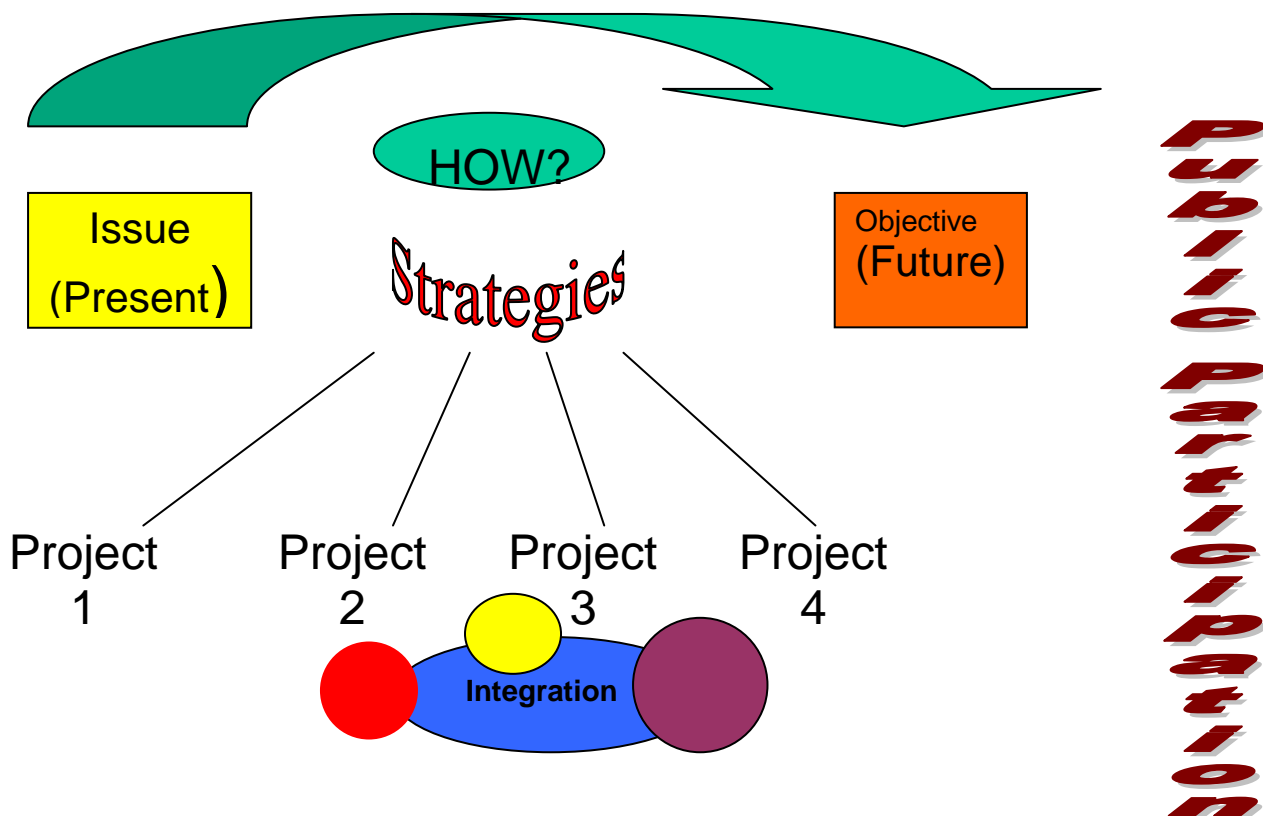


Figure 2.1: A diagrammatic presentation of the IDP process

## 2.3 PHASES OF THE IDP PROCESS

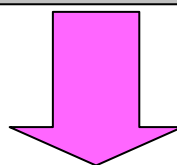
Policies adopted by the national government, stipulate that the IDP process consists of 5 phases. Each phase can be broken down into the various steps shown below.

**Illustration of different steps or events that need to be followed in the IDP process.**

### Phase 1: Analysis phase

Issue  
(Present)

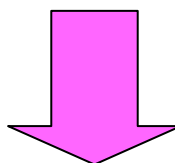
The first step of the process is all about understanding the local situation. There is a need to analyse the current or present situation of a municipality. All participants need to be aware of the basic facts and figures related to the present situation, trends and dynamics in a municipality. This is also where one needs to identify those issues, needs and dynamics of the residents of a municipality. The result of this phase must be **priority issues** for a municipality.



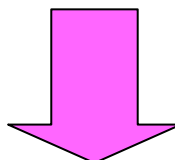
### PHASE 2: Strategy Phase

Future  
(objective)

After understanding the dominant situation of a municipality, as well as the needs of the community, there is a need to think ahead or start to think about the future. In order to do this a municipality must set itself a **vision**. After setting a vision, there is a need to determine **objectives** for each of the priority issues. This step represents the **future** of a municipality.

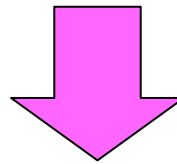
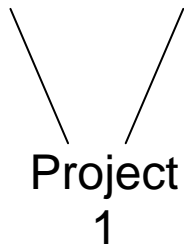


Now that a vision and objective have been set, there is a need to think about **how** to reach the objectives. A **bridge** must therefore be built between the present situation (**issues**) and the future (**objectives**). This is known as strategies.



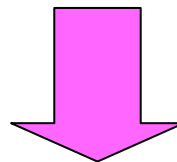
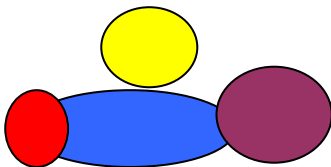
After building the bridge between the present situation and the future in the municipality (strategies), there is a need to implement or start to use this bridge. This is done by identifying appropriate **projects** and also to design these projects. This phase is also known as the **“nuts and bolts”** phase.

### **PHASE 3: Project Phase**



During this phase one needs to make sure that all the designed projects are in line with the strategies and objectives of the municipality and in line with the recourse framework and legal requirements. It is also important to arrive at consolidated and integrated programmes for a municipality.

### **PHASE 4: Integration Phase**



### **PHASE 5: Approval Phase**

This is the phase where the general public is invited to comment on the final IDP. This is an opportunity for a municipality to go out and again brief communities on the IDP results, receive comments and amend the document accordingly. A similar process should be done for sector plans. After this, council can consider the plan for approval.

## **2.4 THE PROCESS: PUBLIC PARTICIPATION**

Chapter 4 of the Municipal Systems Act stipulates that all municipalities must develop a culture of participatory governance. This implies that municipalities need to ensure that all its residents are at all times well informed about the affairs of the municipality. Opportunities should therefore be created for the general public to take part in the decision making of the council.

Since the IDP is the strategic plan of a municipality, indicating the distribution of limited resources, it makes sense to plan with residents in order to ensure that their needs are addressed with a sole purpose of improving their living conditions. Mechanisms must therefore be created to allow residents within a municipality to participate in the planning process of development projects.

## **2.5 CONCLUSION**

It becomes clear from the above that the main thrust of the IDP is, amongst others, to improve governance and accountability within the public sector, improve planning processes by involving communities in the formulation of projects and ensuring that relevant legislation is implemented with a view to improving the living conditions of communities.

## CHAPTER THREE

### 3. SITUATIONAL ANALYSIS

#### 3.1 GEOGRAPHICAL DESCRIPTION OF KAREEBERG MUNICIPALITY

Kareeberg Municipality is situated in the western side of the Pixley ka Seme District Municipality of the Northern Cape. The district municipality is adjoined by three provinces, namely northern Free State, Eastern Cape on the eastern side and the Western Cape on the southern side. Politically it consists of nine local municipalities, of which Kareeberg is the second smallest.

Kareeberg Municipality consists of three towns: Carnarvon, Vosburg and Vanwyksvlei, as well as a large area of rural farming areas. The area is estimated at 17689 km<sup>2</sup>.

The administration centre is located in Carnarvon which is on the main route from Kimberley/Bloemfontein to the southern part of Namakwaland and the West Coast.

The landscape is typical Karoo with an average annual rainfall of 260mm and an annual evaporation of 2300mm. There are no constant rivers running through the Municipal area and all the towns and settlements are primarily dependent on ground water. Kareeberg forms part of the interior pre-Karoo surface pattern which can be divided into hills and lowlands and into hills and moderate relief.

Kareeberg Municipality was formed through the amalgamation of the following former Municipalities:

- ❖ Vosburg
- ❖ Carnarvon
- ❖ Vanwyksvlei
- ❖ Part of the Kareeberg rural area

In the discussion and analysis of the municipality the above areas will be dealt with as separate, individual areas. Most of the settlements in the Kareeberg Municipality are very small and far apart, which make it difficult for regional services schemes to be economically viable.

The table below shows the size of the local municipalities in relation to each other within the district municipality. There are vast differences between the towns, with extensive farming areas in between.

**Table 1: Local Municipal Areas**

Municipality	Km <sup>2</sup>	% of DM	% of Northern Cape	Persons/km <sup>2</sup>	Households/km <sup>2</sup>
DMA	15 726	15%	4%	0.2	0.07
Emthanjeni	11 390	11%	3%	3.11	0.77
<b>Kareeberg</b>	<b>17 702</b>	<b>17%</b>	<b>5%</b>	<b>0.54</b>	<b>0.14</b>
Renosterberg	5 527	5%	2%	1.64	0.45
Siyancuma	10 024	10%	3%	3.57	0.92
Siyathemba	8 209	8%	2%	2.12	0.51
Thembelihle	6 980	7%	2%	2	0.5
Ubuntu	20 389	20%	6%	0.8	0.21
Umsobomvu	6 819	7%	2%	3.46	0.86
<b>Pixley Ka Seme</b>	<b>102 766</b>	<b>100%</b>	<b>28%</b>	<b>1.6</b>	<b>0.41</b>

(Municipal Demarcation Board, 2006)

### 3.2 CURRENT REALITY

#### 3.2.1 DEMOGRAPHIC OVERVIEW

##### 3.2.1.1 The Kareeberg Population

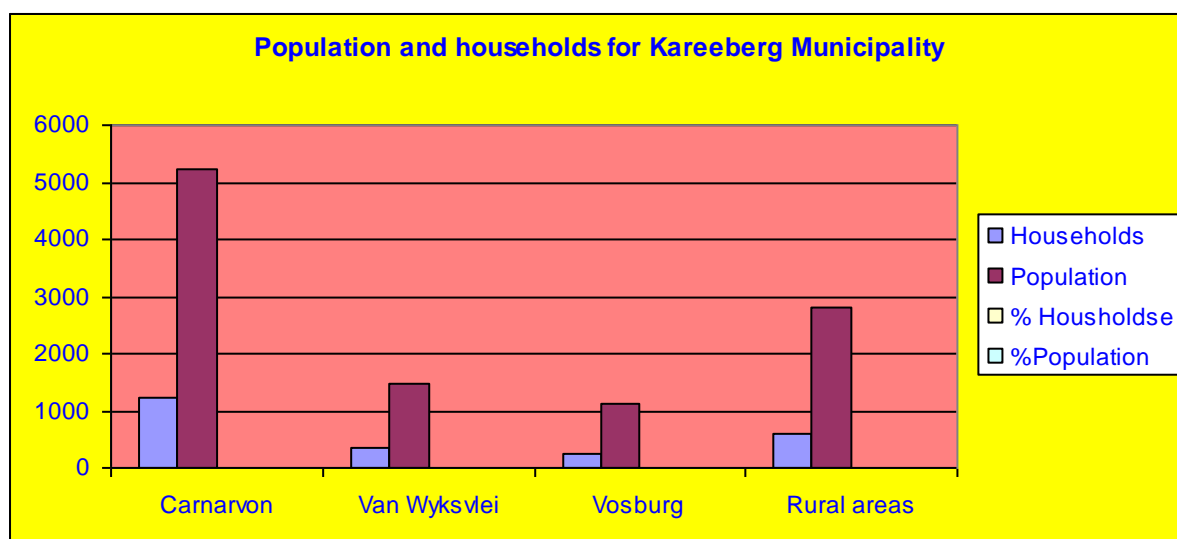
An overview of the demographic situation in the municipality provides an understanding of the current scale of the population and allows for the calculation of future population growth trends. These trends could also be used to determine future investment trends. The table below provides an overview of the population and households in the Kareeberg local municipality.

TOWN	Households	Population	% Households	%Population	Average household size
Carnarvon	1236	5242	2.95%	3.18%	
Van Wyksvlei	351	1472	0.84%	0.89%	
Vosburg	244	1125	0.58%	0.68%	
Rural areas	586	2814	1.4%	1%	
Kareeberg Total	2417	9497	5.78%	5.76%	3.9%
Pixley Ka Seme Total	41839	164651	16.1%	16.6%	3.9%

*Table 2: Population and households for towns and farms (Census 2001)  
(Pixley Ka Seme District Municipality GIS)*

The table above clearly gives an overview of the population and households for the entire Kareeberg local municipality. According to the table, Carnarvon appears to have a bigger population and more households than the other three areas with 2.95% households and 3.18% population. The second largest area is Van Wyksvlei, the total households of 0.84% and 0.89% population. Vosburg has a total population of 0.6% and 0.58% of households. Rural areas appear to be the smallest of all the areas with 1.4% on households and 1% of the total population. (Pixley Ka Seme District Municipality GIS). On the other hand the household growth for Kareeberg Municipality in 1996 – 2001 was - 0.01%

*Graphical presentation for households and population in Kareeberg local municipality  
Statistics SA (Census 2001)*

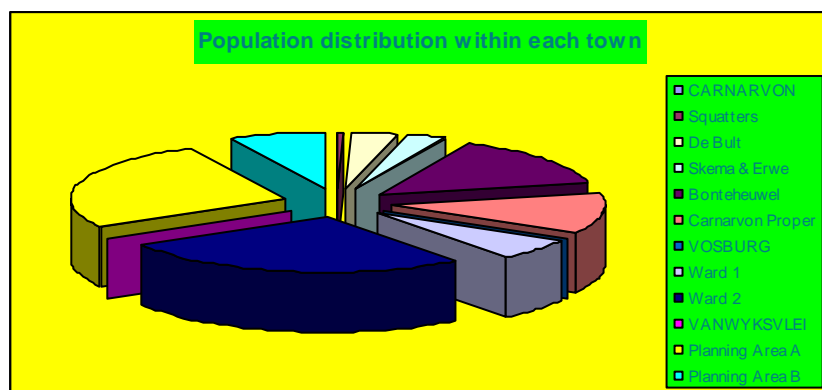


According to Table 2.2 of the Northern Cape: Development Profile 1998 the Northern Cape has an annual growth rate of 1, 01%. On average this rate can be applied to the whole of the Kareeberg Municipality. The individual rate for the different functional areas should, however, be treated differently due to the high rate of urbanisation.

### 3.2.1.2 POPULATION DISTRIBUTION WITHIN EACH TOWN

Table 2.1 Population distribution within each town

<b>CARNARVON</b>	
Squatters	2%
De Bult	10%
Skema & Erwe	9%
Bonteheuwel	44%
Carnarvon Proper	35%
<b>VOSBURG</b>	
Ward 1	19%
Ward 2	81%
<b>VANWYKSVLEI</b>	
Planning Area A	78%
Planning Area B	22%



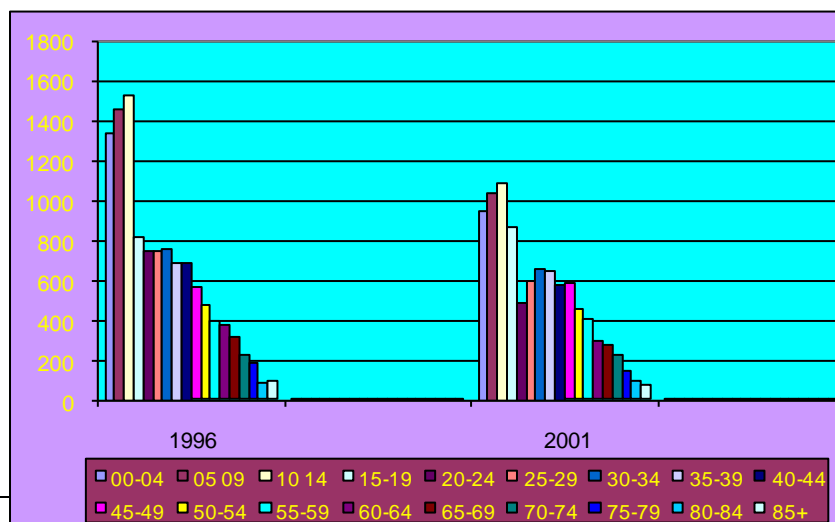
### 3.2.1.3 Population structure

The racial structure of the population is 5.0 % (1996) 2.2% (2001) Black African, 83.6% (1996) and 86.9 (2001) Coloured, 11.2% (1996) and 10.7% (2001) White and 0, 1% (1996) and 0.3% (2001) Asian. Afrikaans being the dominant home language, 99% of the population. (Pixley Ka Seme District Municipality GIS)

### Population breakdown per age group

Between 1996 and 2001 the Kareeberg population has been unstable. The age category 0 year to 29 years decreased from 11.6% to 6.5% in 1996. On the other hand, in 2001 the same age category decreased from 10.1% to 6.3%. This clearly shows that the population between 0 year – 29 years steadily declined towards the year 2001. The category aged 30 years – 59 years decreased from 6.6% to 3.4% in 1996 and in 2001 there as also a decrease from 6.9% to 4.3%. The age category of 60 years to 85+ years decreased from 3.2% to 0.8% in 1996. The same decrease was experienced in 2001 from 3.1% to 0.8%.

### Graphical illustration of population breakdown per age group



(Statistics SA, 2001)

#### 3.2.1.4 GENDER

*Table: 3 Population and gender. 1996 and 2001 (Statistics SA 2001)*

CATEGORY	1996	Percentage	2001	Percentage
Female	6133	53.4%	5046	53.2%
Male	5349	46.6%	4444	46.8%

The table above gives a brief overview of population and gender. According to the table the female category has been dominant in both 1996 and 2001 with 53.4% and male with 46.6%. The gender structure of a population determines characteristics such as income earning potential and basic needs. However there are some discrepancies in gender related issues caused by local economic activities. (Statistics SA, 2001).

#### 3.2.1.5 Major components of population change

The preparation of population estimates is a comprehensive demographic enterprise involving the consideration of the three major components of population change, being: - fertility, mortality and migration.

A number of demographic components can, and have proved to influence the size and structure of a region's population. The following are the most important:

- Natural increase (or decrease): The surplus (or deficit) of births over deaths in a population in a given time period.
- Fertility refers to the actual reproductive performance of a population. It differs from fecundity, the physiological capability of couples to reproduce. Fertility, the number of live births occurring in a population, is affected by fecundity and also by the age at marriage, or cohabitation; the availability and use of contraception; economic development; the status of women, and the age-sex structure.
- Mortality refers to deaths that occur within a population. While death is inevitable, the probability of dying is linked to many factors, such as age, sex, race, occupation, and social class, and the incidence of death can reveal much about a population's standard of living and health care.
- Migration is the movement of population, - the movement of a people across a specified boundary, for the purpose of establishing a new residence. Along with fertility and mortality, migration is a component of population change. The terms immigration and emigration are used to refer to moves between countries (international migration). The parallel terms in-migration and out-migration are used for internal movement between different areas within a country (internal migration).

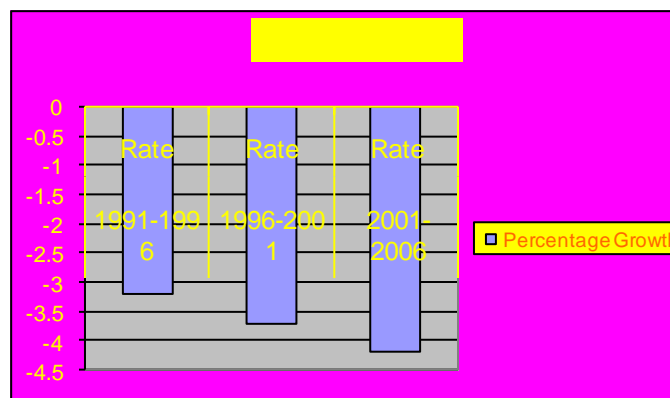


### Population growth and migration

The local municipality population growth rate depends on the municipal economic opportunities on offer to local people and there are no such opportunities for local people. Large numbers of the population move out to seek better opportunities in other towns and neighbouring provinces.

**Table 4: Total Population Growth, DWAF 2001**

GROWTH RATE	1991-1996	1996-2001	2001-2006
	Rate	Rate	Rate
Percentage Growth	-3.2	-3.7	-4.2



The development of strategies to improve the trend of the population growth, depends on the employment opportunities in the local area. Effective service delivery also plays a vital role towards population growth. The more improved service delivery, the more the population growth. The local infrastructure of the local area can also determine population growth in a sense that there is proper waste management and sanitation, water and electricity accessibility and less infrastructural backlogs.

#### 3.2.1.6 Migration

Migration is a determinant of population growth. Both urban to urban migration and rural to urban migration are relevant in the district. Rural to urban migration is the dominant migration type at present.

A rapid decline in migration into the province is predicted. With declining economies, Kareeberg local municipality is unlikely to attract immigrants. However, while the local population may appear to be stagnant, towns are growing physically as new households are formed and rural households move to towns to access better facilities and services. This rural-urban migration trend is expected to continue with the access to health and education facilities as major enticements.

The local population is not mobile. Mobility is expressed as percentage of people who have never moved from the place in which they are currently living. 80% of the Kareeberg inhabitants were living in the same place for the past five years prior to the census 2001. (Pixley Ka Seme District Municipality GIS).

#### 3.2.1.7 Urbanisation

In the Kareeberg Municipality it is estimated that 81% of the population is urbanised. This was calculated from the table above by assuming that the total population growth since 1996 has remained at  $\pm 1, 01\%$  and the relatively higher increase in the population in the

towns was due to farm workers moving to the towns. This higher than average growth in the towns, meant a deduction from the farming population.

### 3.3 SOCIO-ECONOMIC PERSPECTIVE

The status of the municipality's economy epitomizes the legacy of apartheid thought is skewed development among former white areas and townships. All communities are affected in terms of poverty and development deficit. Upliftment of the local economy has therefore been the key area of the municipality. Kareeberg local municipality's economy is characterised by the following:

- ❖ High levels of poverty and low levels of education
- ❖ A declining economy that is largely based on sheep farming

By virtue of its geographic location the Kareeberg local municipality seems to be outskirts where it cannot be declared as a transportation route, since major national routes like N1 and N9 do not pass through the municipality.

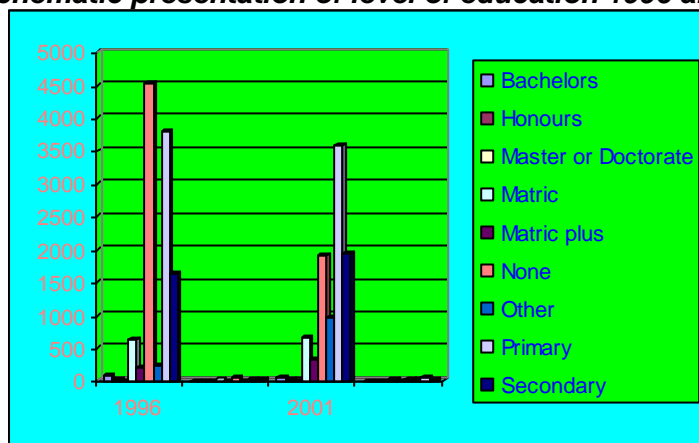
### 5. LEVEL OF EDUCATION

CATEGORY	1996	Percentage	2001	Percentage
Bachelors	91	0.8%	45	0.5%
Honours	9	0.1%	28	0.3%
Master or Doctorate	4	0%	15	0.2%
Matric	623	5.6%	654	6.9%
Matric plus	211	1.9%	336	3.5%
None	4535	40.7%	1919	20.3%
Other	231	2.1%	951	10%
Primary	3797	34.1%	3578	37.8%
Secondary	1634	14.7%	1939	20.5%
<b>TOTAL</b>	<b>11135</b>	<b>100%</b>	<b>9465</b>	<b>100%</b>

Table 5: Level of education (Pixley Ka Seme district municipality GIS)

According to the table above, the level of academics showed an increased difference between 1996 and 2001. The number of matric students also increased from 5.6% in 1996 to 6.9% in 2001 and those who have matric plus increased from 1.9% in 1996 to 3.5% in 2001. The primary and secondary learners were higher than other categories with an increase in 2001.

### Schematic presentation of level of education 1996 and 2001



Source: Pixley Ka Seme district municipality GIS

### 3.4 EMPLOYMENT ANALYSIS

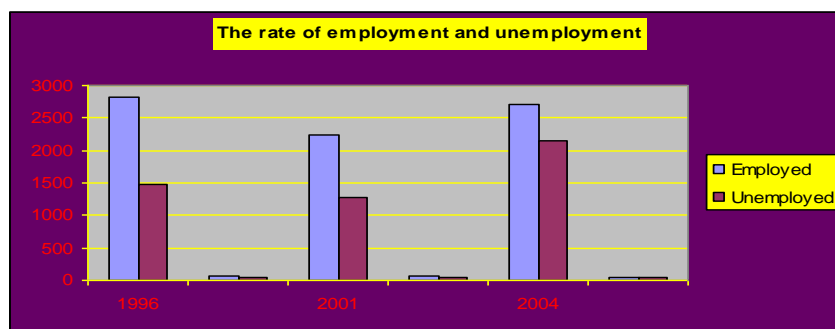
Employment analysis depicts those who are employed or unemployed. The two categories of employment and unemployment together constitute the economically active category. The category of not economically active constitutes all those who are currently not regarded as part of labour force e.g. scholars, housewives, pensioners, e.t.c

Table 6: Employment levels

Category	1996	Percentage	2001	Percentage	2004	Percentage
Employed	2810	66.7	2232	63.8	2713	55.9
Unemployed	1467	34.3	1269	36.2	2144	44.1
<b>TOTAL</b>	<b>4277</b>	<b>100%</b>	<b>3501</b>	<b>100%</b>	<b>4857</b>	<b>100%</b>

(Statistics SA, 2001)

The labour force in the Kareeberg local municipality recorded a decline rate between the years 1996-2004. The total number of employed people decreased from 65.7% in 1996 to 63.8% in 2001, down to 55.9% in 2004. On the other hand the grand total for unemployment gradually increased from 34.3% in 1996, to 36.2% in 2001 up to 44.1% in 2004.



#### 3.4.1 EMPLOYMENT BY SECTOR

The figure below shows the occupation of the employed population by economic sector for the municipality. Assessment however revealed that agriculture and community, social and personal services both play an important role in providing employment for the working population.

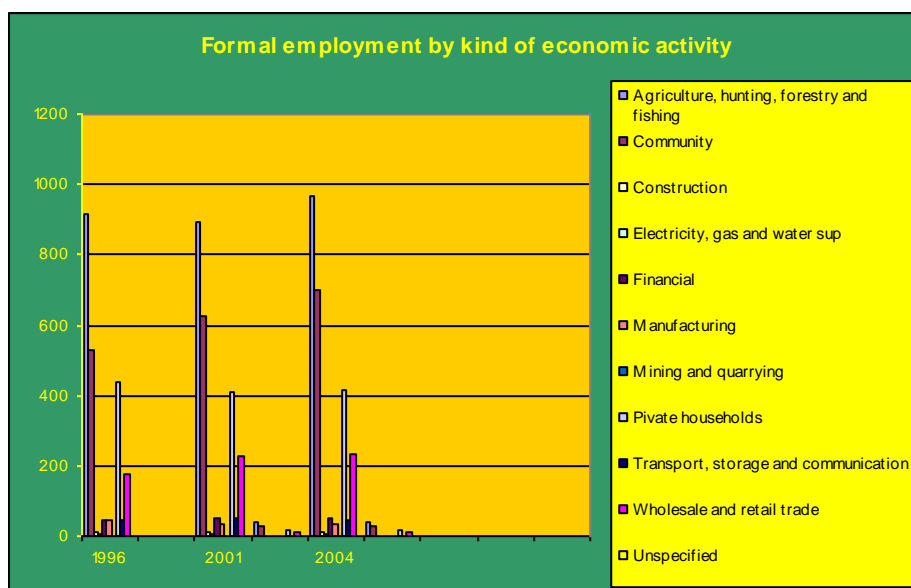
The following comments are observed from the figure below:

- ❖ The highest percentages are employed by the agriculture sector
- ❖ The second highest employment is community followed by private households, wholesale and retail trade
- ❖ The third and final category is financial, manufacturing, transport, storage and communication
- ❖ The least of them is construction, electricity, gas and water supply.

Table 7: Formal employment by kind of economic activity (Statistics SA, 2001)

SECTOR	1996	PERCENTAGE	2001	PERCENTAGE	2004	PERCENTAGE
Agriculture, hunting, forestry and fishing	916	41.10%	892	38.6%	968	39.2%

Community	530	23.90%	624	27%	698	28.3%
Construction	11	0.50%	11	0.5%	12	0.5%
Electricity, gas and water sup	7	0.30%	7	0.3%	7	0.3%
Financial	45	2.00%	53	2.3%	54	2.2%
Manufacturing	47	2.10%	35	1.5%	32	1.3%
Mining and quarrying	0	0.00%	0	0%	0	0%
Private households	438	19.80%	412	17.8%	413	16.7%
Transport, storage and communication	46	2.10%	49	2.1%	48	1.9%
Wholesale and retail trade	174	7.90%	226	9.8%	235	9.5%
Unspecified	0	0.00%	0	0%	0	0%
<b>TOTAL</b>	<b>2214</b>	<b>100.0%</b>	<b>2309</b>	<b>100.0%</b>	<b>2467</b>	<b>100.0%</b>



(STATS SA, 2001)

### 3.4.2 HOUSEHOLD AND INCOME

Household income is amongst others, indicative of poverty levels within a community. A financially healthy community's household income usually displays a so-called "normal" income distribution pattern, where the income is spread over a wide range of income categories, and the income of the bulk of the community is situated more or less within the first half to two thirds of the income category range.

The household income for the municipality is summarised in the table below.

CATEGORY	2001	PERCENTAGE
No income	240	9.9%
R1-R4800	234	9.7%
R4801-R9600	618	25.5%
R9601-R19200	618	25.5%
R19201-R38400	318	13.1%
R38401-R76800	208	8.6%
R76801-R153600	94	3.9%
R153601-R307200	55	2.3%
R307201-R614400	21	0.9%
R614401-R1228800	6	0.2%
R1228801-R2457600	6	0.2%
R2457601 and more	6	0.2%
<b>TOTAL</b>	<b>2424</b>	<b>100.0%</b>

*Table 8: The distribution of households' income (Pixley Ka Seme district municipality GIS)*

Regarding table 1.3, the following is apparent:

In 2001 Kareeberg local municipality, the percentage of households with no income was 9.9% and shows a slight difference when compared to those earning less than R4800 with 9.7%.

The percentage of those earning up to R9600 equals that of people earning up to R19200 with 25.5% each category in 2001. Percentages in 2001 however differ from one category to the next on households, but a conclusion may be made that percentages deteriorate as income estimates climb.

### **3.4.3 Average annual growth rate in gross value added by kind of economic activity**

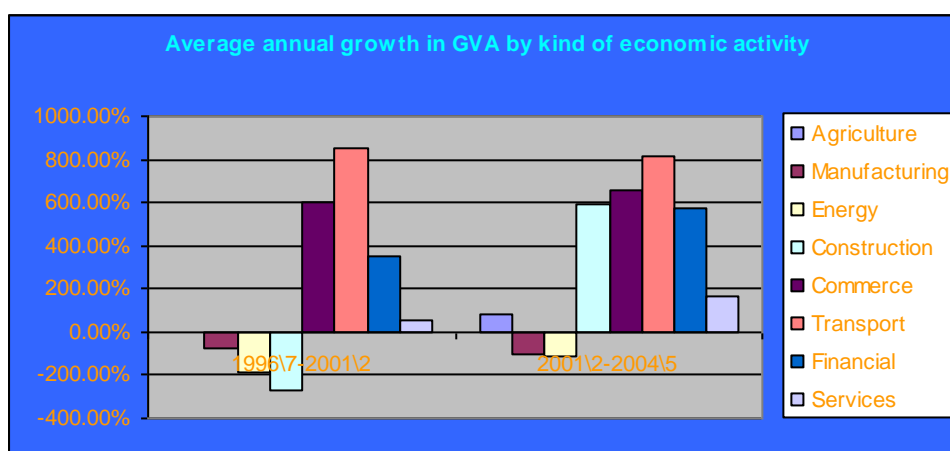
The economy of this region is not well diversified. In the semi-arid areas of the region small stock and game farming predominates, with few alternative employment opportunities outside of agriculture and government. This makes the region vulnerable to the strong fluctuating conditions of the agricultural markets. The region is a long-term provider of migrant labour with many young people leaving in search of work. The economy of Kareeberg local municipality recorded a positive growth rate between the 1996 and 2001 period. The total growth recorded over that period was 1.5%, compared with the provincial growth rate of 2.0%. During that period, the manufacturing, energy and construction sector recorded negative growth rates of 0.7%, -1.9% and -2.7%. Between 2001-2004, the economy recorded an average annual growth rate of 2.6%, which was lower than the 3.2% provincial growth rate recorded. Throughout that period, most sectors recorded improved positive growth except for the manufacturing and energy sectors which recorded -1.0% and -1.1% respectively. The overall average annual growth rate recorded over the 1996-2004 period is 1.9%, which is slightly lower than the 2.5% growth rate recorded by the GVA by kind of economic province.

CATEGORY	1996\7-2001\2	2001\2-2004\5
<b>Agriculture</b>	0,4	0.8
<b>Manufacturing</b>	-0.8	-1
<b>Energy</b>	-1.9	-1.1
<b>Construction</b>	-2.7	5.9
<b>Commerce</b>	6	6.6
<b>Transport</b>	8.5	8.1
<b>Financial</b>	3.5	5.7
<b>Services</b>	0.5	1.7
<b>TOTAL</b>	1.5%	2.6%

**Table 9: Average annual growth in Gross Value Added by kind of economic activity**

Throughout the period, the overall average annual growth rate recorded by the different sectors was positive. The transport sector recorded the highest growth rate of 8.3% followed by the commercial sector which recorded 6.2% growth rate. If this trend continues, it could have negative effects on the future average annual growth rates of the economy.

**Below: Schematic presentation of average annual growth in GVD (Pixley Ka Seme district municipality GIS)**



The size of the economy of the Kareeberg local municipality is measured by the gross Value added (GVA) which is the total value of final goods produced and services rendered within the geographical area in a year. It takes into account other taxes and subsidies on production but not on products. The nominal GVA (i.e. at current prices) of the municipality was R202.7 million and R155.2 million in real prices. The Kareeberg local municipality represents 7.6 % of the Pixley ka Seme district municipality economy.

The share of the agriculture sector recorded a slight decline throughout the period. It decreased slightly from 36.1%(1996) to 33.8%(2005). The share of the manufacturing sector dropped from 2.0%(1996) to 1.5%(2005) and the construction sector declined from 0.6%(1996) to 0.5%(2005). On the other hand, the commercial sector increased slightly from 8.5%(1996) to 10.6%(2005),

transport sector increased from 4.0%(1996) to 5.9%(2005) and the financial sector improved marginally, from 6.5%(1996) to 7.5%(2005).

The only sector in which the Kareeberg local municipality has a comparative advantage is the agricultural sector. This does not mean that it is the only sector worth developing as latent potential in other sectors may exist.

### Average annual growth in labour productivity

CATEGORY	1996-2005
Agriculture	-1.4%
Commercial	1.7%
Construction	7.2%
Energy	-0.5%
Finance	0.3%
Manufacturing	0.8%
Mining	0%
Services	1%
Transport	0.4%
Total	0%

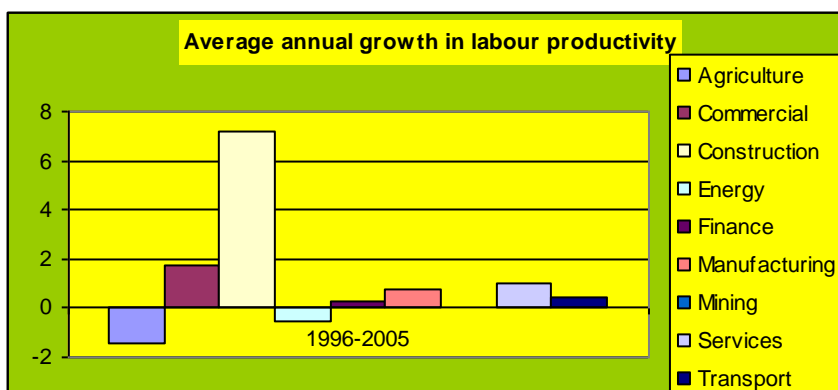


Table 10: Average annual growth in labour productivity (Pixley Ka Seme district municipality GIS)

Following table 1.3 above comments can be as follows:

- ❖ The construction sector was the highest in production per labour with 7.2%
- ❖ The second highest production was commercial sector with 1.7% followed by services with 1.0%
- ❖ The agriculture sector followed with a percentage of -1.4%
- ❖ Other sectors being energy, finance, manufacturing, mining and transport all produced below 1% i.e. between 0.8% to 0.0%.

### 3.5 INDIGENT ASSESSMENT

Indigent people in Kareeberg municipality can be identified as follows:

- ❖ People per household who earn the maximum of R1880 and less per month.
- ❖ They are entitled to monthly subsidies of 6kl water and 50kwh electricity
- ❖ They are also entitled to basic services such as:
  1. Electricity
  2. Water
  3. Sanitation
  4. Plot rental = R5 per month in Vanwyksvlei. This is for the hired land for buildings/houses and Selfbuilt – assurance money of R5, 30 per month (only 69 houses in Vanwyksvlei)
- ❖ For rural areas only Schietfontein gets 50kwh of electricity every month.

### TOTAL NUMBER OF INDIGENTS

CARNARVON	752
VANWYKSVLEI	352

VOSBURG	130
<b>TOTAL</b>	<b>1234</b>

Table 11

### 3.6 HEALTH OVERVIEW

#### 3.6.1 HIV/AIDS:

A question of the possible effect of HIV/AIDS on population growth in Kareeberg is in line with one of the most vexing questions of our time. Due to the inherent uncertainties attached to the HIV/AIDS phenomenon, however, no allowance was made for the possible influence of HIV/AIDS on population growth of the population of Kareeberg. Any attempt to account for the possible influence of HIV/AIDS at this stage would amount to uninformed speculation.

**The estimated statistics of HIV infected people in Kareeberg (Carnarvon Clinic) statistics: see table below**

CATEGORY	NUMBER
HIV infected people on current records	72
Current HIV infected pregnant women	2
Patients on ARV treatment currently	8 adults 2 children

Table 12: HIV infected Carnarvon Clinic statistics

#### 3.6.2 STAFF (Carnarvon Clinic).

Carnarvon clinic have a total number of six (6) current posts filled and are as follows:

- 3= Professional Nurses
- 2= Nursing Auxiliaries
- 1= General Assistant (cleaner)

Posts urgently needed to be filled:

- 2= Professional Nurses
- 1= Nursing Auxiliary
- 1= Administrative Clerk
- 1= Grounds man

#### Brief overview: Vosburg Clinic

The clinic operates from 07h00 – 16h00. From 16h00 until 07h00 the next morning there is a nurse on standby for emergency purposes. There are two functional ambulances at the clinic with five ambulance drivers (With Ambulance basic training).

In some instances medical staff and therapists visit the clinic. The doctor from Victoria West has visits on Thursdays, and he is sometimes accompanied by the physiotherapist and the occupational therapist.



The dietician, dentist and speech therapist from De Aar visit the clinic every second month and the social worker of FAMSA in Prieska visit the clinic once a month.

In Vosburg there are two home based care workers and two “Age in Action” workers who are of great assistance to the elderly and terminally ill people in their homes.

#### **HEALTH RELATED PROBLEMS IN VOSBURG**

- ❖ Alcohol abuse
- ❖ High rate of smoking
- ❖ Teenage pregnancy
- ❖ Domestic violence
- ❖ Assaults
- ❖ Faetal Alcohol Syndrome(in babies)

**Van Wyksvlei Clinic:** No information received.

#### **STATISTICS PER AGE GROUP (CARNARVON HOSPITAL)**

MONTH	HIV ADMISSION (0-14YEARS)	HIV ADMISSION (15- 24YEARS)	HIV ADMISSION (25YEARS & ABOVE)	DEATH RATE	BIRTH RATE
MAY'07	0	0	0	0	0
JUNE'07	0	1(Female)	1Female & 2 male	0	0
JULY'07	0	0	2 Female&1 male	1 Female	0
AUG'07	0	0	3 Female		
SEP'07	0	0	1 Female		
OCT'07	0	0	0	0	0
NOV'07	0	0	0	0	0
DEC'07	0	0	1 Female	0	0

*Table 13: HIV statistics per age group*

Carnarvon has a 25 bed hospital. Mobile clinics that usually operated in rural areas no longer do so. Access to health facilities for the surrounding farming areas is thus a major problem which needs attention.

#### **3.6.3 HEALTH PROBLEMS IN KAREEBERG**

The main health problems in Kareeberg municipal area are TB and HIV/AIDS. As it has been shown, there is often co-existence of these two viruses. People diagnosed with TB are often found to be infected HIV and vice versa.

Among the contributing factors are:

1. Alcohol abuse
2. A culture of not attending to dietary needs
3. Prevalence of STD's among some clients visiting the health facilities
4. Seasonal and farm workers constantly on the move for job opportunities find it difficult to access health facilities

5. Stigmatization of those affected and infected by HIV/AIDS is still rife in the community and this hampers effective dealing with the disease

#### *Other challenges*

- 5.1. An increasing number of teenage pregnancies
- 5.2. A low usage of family planning methods and contraceptives among reproductively active women
- 5.3. A high incidence of chronic diseases like hypertension and diabetes
- 5.4. Malnutrition and a high incidence of children <5 years not gaining weight
- 5.5. A high incidence of low birth weight babies

The responsibility of health care workers to provide comprehensive and quality service to all members of the society cannot always be fully realised because of constraints like:

- Staff shortages in critical areas (only 1 medical officer to serve Carnarvon and Vanwyksvlei health facilities), lack of professional nurses and auxiliary nurses
- Infrastructural problems at clinic and hospital: (damaged blinds, untidy floors, unsafe fencing which may result in vandalism and property damage).

### **3.7 PUBLIC FACILITIES**

#### **3.7.1 Recreational facilities**

Formal sport and recreation centres properly equipped and maintained, can only be found in Carnarvon.

There are no formal facilities in Vanwyksvlei.

#### **3.7.2 Cultural facilities**

There are two libraries in Carnarvon and one each in Vanwyksvlei and Vosburg. There are churches in Vosburg and Carnarvon.

#### **3.7.3 Educational facilities**

- Primary schools exist in Carnarvon, Vosburg and Vanwyksvlei
- There is only one high school in Kareeberg and it is located in Carnarvon
- Carnarvon has two hostels. One of the hostels caters for 150 residents which include students from the secondary school and the 100 from the high school.
- Carel Van Zyl secondary school in Carnarvon has 1100 pupils and 31 teachers
- Two crèches with 3 teachers in Carnarvon and 1 crèche with 2 teachers in Vanwyksvlei.
- The nearest tertiary facilities can be found in De Aar and Kimberley.

#### **3.7.4 Administrative facilities**

- Municipal offices are located in all three towns
- Police stations exist in all three towns
- There are no formal fire stations in the Kareeberg municipal area. Fire fighters are used in case of emergency.

### **3.8 PUBLIC TRANSPORT**

Public transport services and facilities are limited and do not match the socio-economic travel needs in the municipality. Where public transport is available it is expensive. The majority of the people living in the municipality are the poor and disadvantaged and are therefore unable to travel by public transport in the municipality.

Most people have to walk to get to their desired short-range destinations. Transportation demands rely heavily on private vehicles between municipal towns and to major business opportunities in the province and are convenient and accessible to only a few with such facilities.

Road transport comprises private users, business, commerce, farming, government; goods transport agencies and the few public transport operators.

### **3.9 ROAD INFRASTRUCTURE**

The road network in Kareeberg Municipality comprises the following: trunk roads (6 km), main roads (60 km), district roads (68 km) and municipal streets (70 km).

The municipality is responsible for maintaining the streets in Carnarvon, Vosburg and Vanwyksvlei. These streets are comprised of approximately 10 km paved and 60 km unpaved streets.

The maintenance done is insufficient. The unpaved streets are almost totally neglected. Inadequate drainage systems in unpaved areas accelerate decay of unpaved road surfaces.

The unpaved district roads in the municipality are in poor condition. After average rainstorms most of the unpaved district roads becomes inaccessible to traffic. Road users are not informed or warned about the condition and accessibility of district roads after these rainstorms.

#### **Carnarvon**

This town has the highest percentage of paved streets in the municipality. 21% (or 6.9 km) of the town's streets are paved. Paved streets are found only in the older town centre.

The paved and unpaved streets in the older town centre are in good condition. The situation is less satisfactory in the other areas.

#### **Vosburg**

This town has less than 1.5 km of paved streets and 12 km of unpaved streets. Paved streets occur only in the older town centre.

The paved and unpaved streets in the town centre are in good condition. The situation in the other areas is less satisfactory.

#### **Vanwyksvlei**

This town has less than 1.0 km of paved streets and 18 km of unpaved streets. The street through the town is the only paved road in Vanwyksvlei.

The unpaved streets in the town centre are in good condition. The standard and condition of the unpaved streets are unacceptable. Uncontrolled storm water runoff causes severe damages to the road surfaces.

### **3.10 TRAFFIC MANAGEMENT SYSTEM**

The municipality does not have a traffic department. The provincial traffic department provides an ad hoc traffic service in the municipality. The police departments in the three towns support the provincial department with traffic related duties and incidents.

Traffic signs on provincial and district roads are generally adequate and in good condition. There is a lack of traffic signs in the unpaved areas in all three towns. Traffic markings (stop and lane signage) on paved streets are seldom adequate and generally unclear, especially in Carnarvon.

#### **3.10.1 Road transport**

##### **Carnarvon**

A private bus service operates in Carnarvon to transport school children. The bus service is available on request, for the transport of the general public to neighbouring towns like Calvinia, Williston etc.

Long distance travel by taxi to Cape Town, Upington, and Kimberley is possible from Carnarvon. Travel to Cape Town is once per week. Taxis also operate on request to Kimberley, Upington and De Aar.

##### **Vosburg**

An infrequent taxi service operates between Vosburg and Britstown. No bus service is operational.

##### **Vanwyksvlei**

One taxi is operational in Vanwyksvlei. There is no bus service.

#### **3.10.2 Rail transport**

No passenger train service is currently operating in the municipality. Transport of goods by rail between Carnarvon and Calvinia is irregular.

#### **3.10.3 Air transport**

Light air transport facilities are available to all three towns. The private sector, namely private doctors, use these facilities.

### **3.11 PUBLIC UTILITIES (SERVICES)**

Collective utilities (services) are those services consumed off-site, to satisfy either community or domestic service needs. Community service needs include movement, drainage, public safety, market trading and social interaction.

Collective services include water supply in the form of collective standpipes, sanitation in the form of public toilets, solid waste removal in the form of rubbish collection points, communications in the form of public telephones and post collection points, etc. Collective utility points, (e.g. public standpipes, public telephones, post collection points, solid waste collection points and public toilets) should be clustered around public markets and open spaces, to create favourable small scale manufacturing and trading conditions. Where these utilities perform residential functions as well, residents are enabled to satisfy several needs in a single trip.

The public services (utilities) in each of the respective towns will now be discussed in detail:

#### **Carnarvon**

##### **Collective water standpipes**

All households in Carnarvon, except the 60 squatter households, have access to on site water supply. The squatters do however have access to standpipes.

##### **Communal toilets**

There are 60 squatter households making use of 5 bucket sanitation toilets.

##### **Solid waste collection points**

The current level of services includes collection from formal households and for 60 squatters, who do not have access to a solid waste disposal system.

##### **Postal collection and delivery points**

There is one postal collection point in the CBD of Carnarvon (Post Office). It is centrally located.

In Bonteheuwel there is access to a postal delivery and collection point once a week. Since the average income level of the households in Bonteheuwel is also lower and not all residents have access to transport, access to postal collection and delivery is inadequate.

##### **Public telephones**

There are sufficient public telephones available in Carnarvon and Bonteheuwel.

#### **Vosburg**

##### **Collective water standpipes**

Standpipes are located in one area to serve a total of 36 households situated on 14 stands.

##### **Communal toilets**

One squatter area has 17 bucket toilets. This situation is totally unsatisfactory. The norm is at least one toilet to every two households. Sanitation in one area should be a high priority.

Solid waste collection points

There is kerbside collection for all households.

Postal collection and delivery points

There is a postal agency in Vosburg.

No facilities for postal delivery or collection exist in one area. Provision of least an additional point in one area strategically positioned near planned local economic centres, should be made.

Public telephones

There are public telephones available in Vosburg.

### **Vanwyksvlei**

Collective water standpipes

All households in Vanwyksvlei have access to at least yard connections for water. No need therefore exists for collective water standpipes.

Communal toilets

All households in Vanwyksvlei have on-site sanitation and there is thus no need for communal toilets.

Solid waste collection points

The municipality is providing a kerbside collection service.

Postal collection and delivery points

A delivery service twice a week is rendered.

Public telephones

Public telephones are fairly well spread throughout Vanwyksvlei and no need exists for additional public telephones.

## **3.12 FINANCIAL RESOURCES**

The South African government faces high expectations of performance in tandem with potentially crippling problems. Non-payment for services by end-users is both a product of and a cause of the major and most frequently encountered inadequacies in local authorities. As a result, this reflects existing weaknesses in local administration, representation and financial management. Non-payment can indeed become a major obstacle, both to national plans to deliver municipal infrastructure, and to local ambitions that revolve around the same process.

The primary causes can thus be ascribed to the failings of the political and administrative systems, particularly at local level. This can and should be solved by better management of the systems to ensure the institutional and financial viability of local authorities. The failure of the Masakhane Campaign can, to a large degree, be attributed to the non-affordability of those to whom services were rendered in particular areas, and the inability of the local authority to adequately bill them for services rendered. The rates of non-payment for services in Kareeberg are high whilst the method of calculation varies among local government substructures. This

poses great difficulty for development planning processes and ultimately the budgeting for maintenance of services.

Possible solutions to some of the above problems include:

- institutionalisation of representative systems;
- responsiveness of councillors and officials to residents in terms of transparency;
- appropriate tariffs and levels of services;
- effective punitive measures based on consistency and rareness of implementation;
- effective communication between the administration and residents;
- appropriate infrastructure delivery mechanisms; and
- privatisation and public/private partnerships.

### 3.13 OVERVIEW OF THE HOUSING SITUATION.

#### 3.13.1 ANALYSIS OF HOUSEHOLDS PER TOWN.

Kareeberg Municipality was established by the amalgamation of three different municipalities with different densities, namely: Carnarvon, Vosburg and Vanwyksvlei as well as part of rural areas. Therefore, statistically Carnarvon is assessed as the biggest of other areas with 1236 (2.95%) households, followed by Van Wyksvlei with 351 (0.84%) households and Vosburg with 244 (0.58%) households and lastly farms with 586 households (1.40%). The total amount of Kareeberg households total 505 households.

In this section the housing profile of the Kareeberg Municipality will be outlined. The manual for the development of Provincial Housing Development Plans, provides a thorough distinction between adequate housing (formal), inadequate housing (informal) and other (which includes traditional housing). This distinction is also used in the assessment of the housing situation of the Kareeberg Municipality.

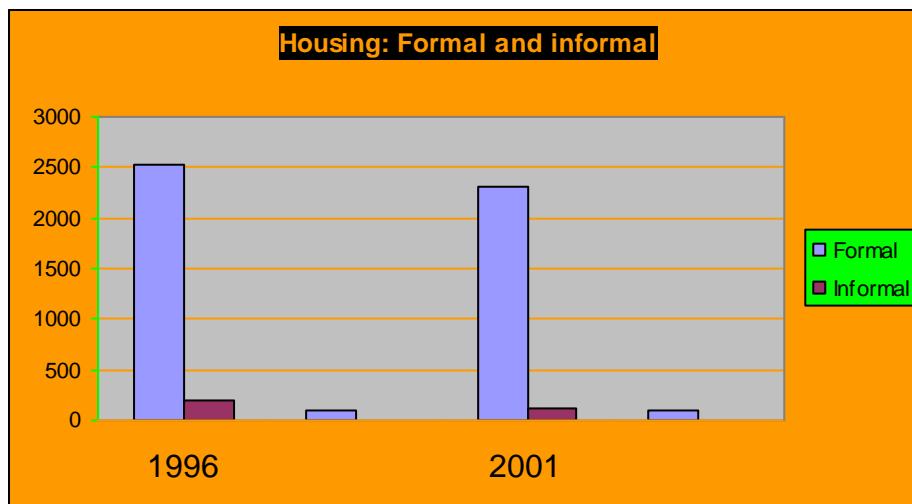
*Table 14: Schematic presentation of housing profile (Pixley Ka Seme district municipality GIS)*

Category	1996	PERCENTAGE	2001	PERCENTAGE
Formal	2534	92.7%	2302	94.9%
Informal	200	7.3%	123	5.1%
Total	2734	100.0%	2425	100.0%

The table above describes the total number of households in Kareeberg local municipality decreased from 2734 in 1996 to 2425 in 2001, decrease of 309 households. During this period the number of households residing in informal dwellings decreased from 200(7.3%) to 123(5.1%), a decrease of 77 households, while the number of households residing in formal dwellings also decreased from 2534(92.7%) to 2302(94.9%). Although no new households were formed the percentage of households residing in formal dwellings increased by 2.2%, thus indirectly addressing the housing backlog.

The housing backlog for Kareeberg: Carnarvon 630, Van Wyksvlei 90 and Vosburg 65 which amounts to the total of 505. (Pixley Ka Seme – District Growth and Development Strategy).

**BELOW: DIAGRAMMATIC PRESENTATION OF HOUSING PROFILE: Formal & Informal.**  
(Pixley Ka Seme District Municipality GIS)



### 3.14 INFRASTRUCTURE AND SOCIAL AMENITIES

#### 3.14.1 SERVICE LEVELS

Access to social and economic services enables people to participate fully in the economy and their communities. This can be seen clearly in the conditions in rural communities. When services such as water and energy are available to rural people, they can spend more time doing profitable work, while communication establishes a vital link between these people and their urban families. In urban areas, most services are within reasonable distance of the users. People in rural areas, on the other hand, often have difficulty accessing social services, while commercial services are even scarcer. Commercial services, such as markets, depend on a businessman's ability to make a profit. This, again, is influenced by the size of the population making use of these services, as well as the availability of service infrastructure, such as roads and communication networks.

The dividing line between social and economic services is difficult to determine. It can be difficult to identify which services should be rendered by the State and which by the private sector. What is clear in the Northern Cape is that access to basic services shows a clear racial breakdown. Within the population groups, urban residents have superior access to services, while rural, and especially remote rural, areas have little access. This is partly due to the lack of funding and deliberate effects of apartheid policies.

During September and November 2001 the Municipality conducted a survey to determine the levels of service for every stand within the formal towns.



The definition used for the survey was mainly based on the “Guidelines for Human Settlement Planning and Design”, compiled by the CSIR and adjusted to incorporate definitions used in the “Water Services Development Plan – Guidelines for Water Services Authorities” (Preparation Guide) July 2001.

Where necessary, additional definitions were developed to accommodate local needs and aspects, such as provision of bucket sanitation.

All maps, statistics and figures are based on the information obtained through this survey, except for the farming areas where the 1996 census data was used. A process was put in place to update the information on the farms. This is a difficult and costly exercise and will necessarily have to be conducted over a period of time.

## A. Water

The municipality operates borehole water supply systems in Carnarvon, Vosburg and Vanwyksvlei. A total number of 11 boreholes supply the bulk of the water for the three towns. Operation, maintenance and management of the water supply system needs serious attention.

*Table 15: Water accessibility (Pixley Ka SemGIS)*

<b>CATEGORY</b>	<b>1996</b>	<b>PERCENTAGE</b>	<b>2001</b>	<b>PERCENTAGE</b>
<b>With access</b>	2506	91.7%	2382	97.7%
<b>Without access</b>	227	8.3%	56	2.3%

The total number of households in Kareeberg local municipality slightly decreased from 2733 in 1996 to 2438 in 2001. During this period the number of households without access to water decreased from 227(8.3% to 56(2.3%), while the number of households with access to water also decreased from 2506(91.7%) to 2382(97.7%). Although no new households were formed the percentage of households with access increased by 6.0%, thus indirectly addressing backlogs. (Pixley Ka Seme GIS)

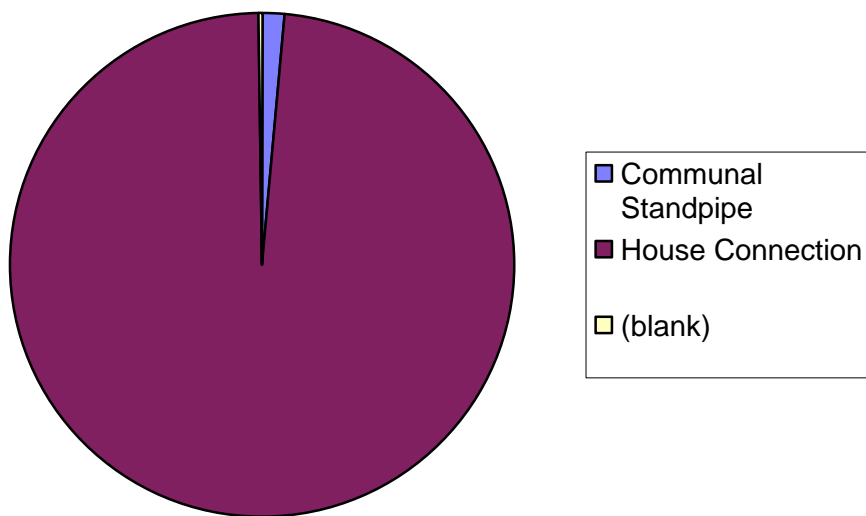
*TABLE 16: PROVISION OF FREE BASIC WATER*

			<b>BELOW RDP</b>	
	<b>TOTAL HH</b>	<b>TOTAL HH INDIGENT</b>	<b>TOTAL HH</b>	<b>TOTAL INDIGENT HH</b>
<b>KAREEBERG</b>	2389	1110	407	
<b>PIXLEY KA SEME AVERAGE</b>	44,096	22,801	1,537	778
<b>PROVINCIAL AVERAGE</b>	235,837	76,017	14,285	7,098

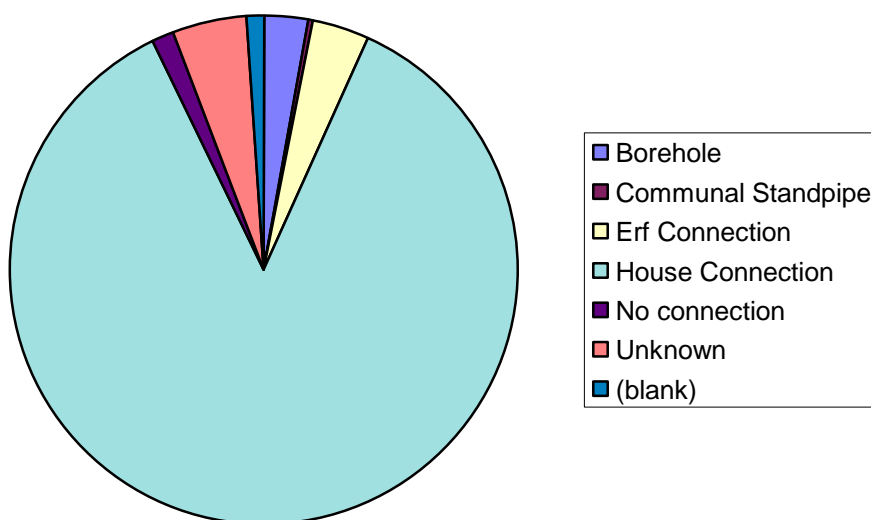
(Pixley Ka Seme DM- District Growth and Development Strategy Nov. 2006)

### Carnarvon

The levels of service for water in Carnarvon are high and 98% of all households have house connections. 60 squatters are dependent on standpipes.



### Vosburg



86% (421) of the households in Vosburg have house connections. Of the remainder, 18 households have erf connections, and 13 have own boreholes and municipal water available.

### Vanwyksvlei

In Vanwyksvlei all 480 households have erf connections.

## B. Sanitation

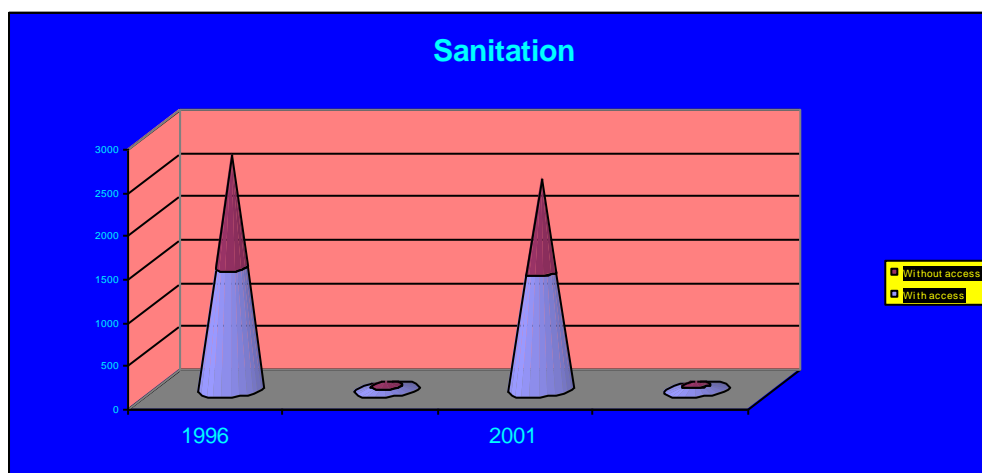
The municipality operates sewage waste disposal sites in Carnarvon and Vosburg. An aerated pond system is used in Carnarvon and conventional oxidation ponds in Vosburg. In Vanwyksvlei the solid waste disposal site is used to dump sewage waste. Sanitation needs serious attention in the municipality.

Due to the decrease of households in 2001, the number of households without access to sanitation also decreased from 1332(48.7%) to 1089(44.7%), while the number of households with access to sanitation also decreased from 1401(51.3%) to 1348(55.3%). Although no new households were formed the percentage of households with access increased by 4%, thus indirectly addressing backlogs. The table and graph below describes sanitation as follows:

*Table 17: Sanitation accessibility*

	1996	PERCENTAGE	2001	PERCENTAGE
<b>With access</b>	1401	51.3%	1348	55.3%
<b>Without access</b>	1332	48.7%	1089	44.7%

(Pixley Ka Seme district municipality GIS)

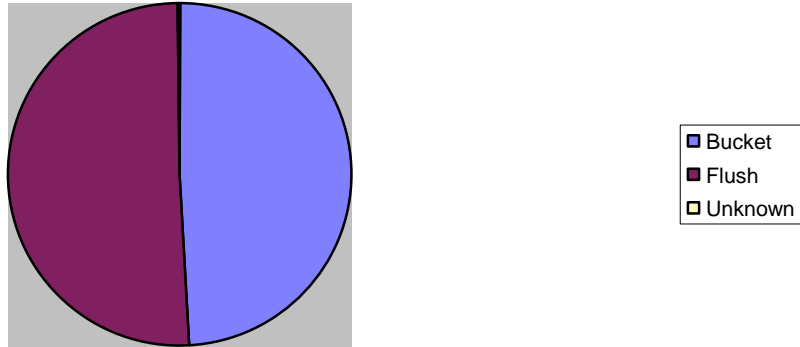


Sanitation situation needs serious attention. Some of the households still have bucket sanitation which remain below RDP level of service and are also expensive to maintain while others still have pit toilets which are also below RDP levels of service.

The above does not include the farming communities where households are still without proper sanitation. The situation in the respective towns is as follows:

### Carnarvon

In Carnarvon 791 households have bucket sanitation and the remainder or 674 households have waterborne or flush system.

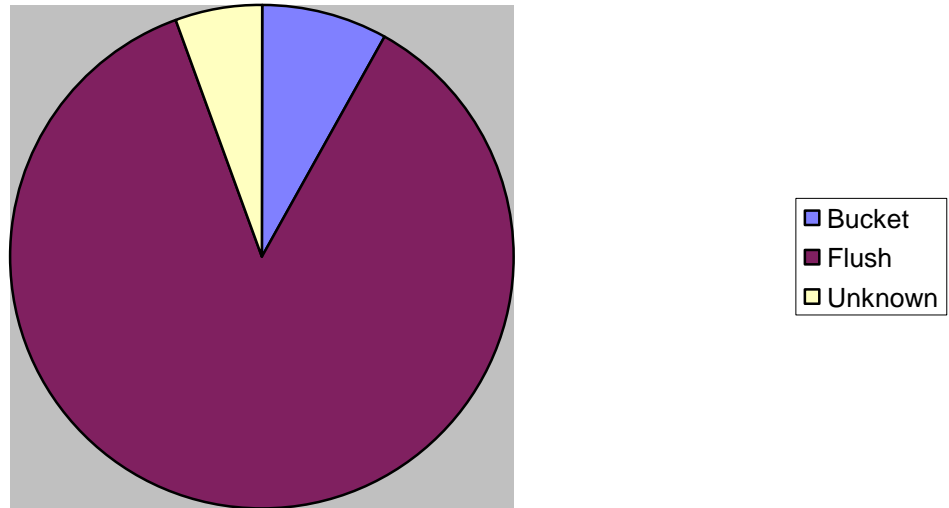


**Photo 0-1**

The Kareeberg municipality also removes grey water for a total of  $\pm$  850 households in Carnarvon. This is a service that is supplied twice a week and is fairly expensive to operate. Alternatives for this item must be investigated.

### Vosburg

Of the  $\pm$  450 households approximately 8 do not have access to proper sanitation.



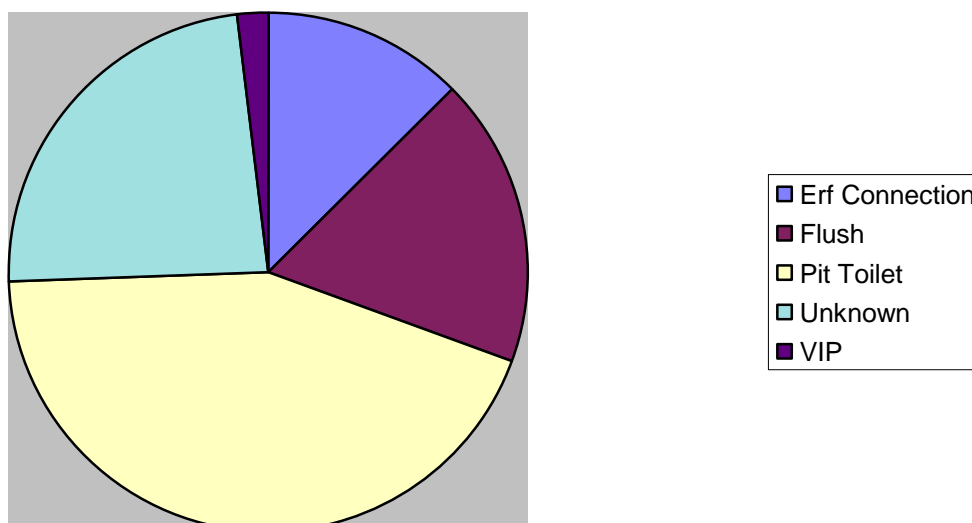
As can be seen from the map, the different areas do not have the same level of service and in most areas both full flush and buckets are mixed. This has an impact on the maintenance of the system and will be expensive to maintain.



Photo 0-2

### Vanwyksvlei

In Vanwyksvlei  $\pm$  277 households of the  $\pm$  481 households still have pit toilets. There is no infrastructure to deal with household grey water. Grey water is disposed of on site and sometimes into the streets. This is a potential health problem that should be investigated and solutions should be found urgently.



Sanitation is one aspect that needs urgent attention to improve the quality of life of the residents of Vanwyksvlei.



**Photo 0-3**

### Rural Farming Areas

Although accurate data is not available, it is estimated that approximately 500 households on farms, mainly housing farm workers, do not have access to appropriate sanitation.

**Table 18: TYPES OF SANITATION WITHIN KAREEBERG MUNICIPALITY**

MUNICIPALITY	Flush toilet (connected to sewerage system	Flush toilet(with specific tank	Chemical toilet	Pit latrine with ventilation(VIP)	Pit latrine without ventilation	Bucket latrine

Kareeberg	165	751	6	161	273	801
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*Pixley Ka Seme DM- District Growth and Development Strategy. Nov. 2006*

*Table 19: WATER AND SANITATION BACKLOGS FOR APRIL 2005*

MUNICIPALITY	TOTAL HH	TOTAL BELOW RDP SANITATION HH
KAREEBERG	2390	901
PIXLEY KA SEME DM	42167	12702

*DWAF – April 2005*

The table above on sanitation shows that, Pixley Ka Seme has sanitation backlogs of about 12 702 households and Kareeberg has total sanitation backlogs of 901. The eradication of the bucket system is currently in process.

### C. Electricity

Most of the households in the formal towns of Carnarvon, Vosburg and Vanwyksvlei have electricity within their houses. This aspect is positive and will contribute largely to the social development of the residents.

All the households in Vanwyksvlei have electricity in their homes. In Carnarvon the squatters do not have electricity supply and 45 squatters in Vosburg do not have electricity in their homes.

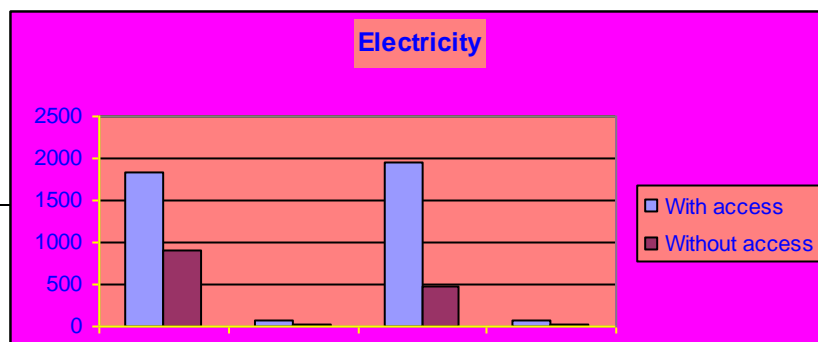
The situation in the rural farming areas is still a problem and it is estimated that most of the households are without electricity.

*Table20: Electricity accessibility in households (Pixley Ka Seme district municipality GIS)*

CATEGORY	1996	PERCENTAGE	2001	PERCENTAGE
With access	1822	66.7%	1960	80.4%
Without access	911	33.3%	478	19.6%

Table clearly describes electricity accessibility in Kareeberg local municipality. During the 2001 period number of households decreased and the number of households without access to electricity decreased from 911(33.3%) to 478(19.6%), a decrease of 433 household, while the number of households with access to electricity increased from 1822(66.7%) to 1960(80.4%). Some 138 or 13.7% households have thus gained access to electricity, which implies that the rate of service delivery is higher than the household growth rate. From this is clear that some progress has been made in addressing backlogs.

*Below: Graphical presentation of Electricity accessibility in households*



There has been an increase in the use of electricity as an energy source and a decrease in the use of other sources of energy such as paraffin, gas and candles. The table below indicates the backlogs in access to electricity as researched by the Department of Minerals and Energy in 2005. The district backlogs stands at 10 692 and Kareeberg stands at 614 household backlogs.

The number of total households provided with Free Basic Electricity stands at 900 (Eskom area) and 270 (Municipal area).

#### **D. SOLID WASTE MANAGEMENT**

Solid waste can be defined as any garbage, refuse, sludge or other discarded material resulting from industrial, commercial, institutional and residential activity. Kareeberg Municipality provides solid waste removal services in Carnarvon, Vosburg and Vanwyksvlei. The service includes collection, removal and final disposal of waste at municipal waste disposal sites.

The following waste is received at the municipal solid waste disposal sites.

##### **Residential waste**

Residential waste includes waste from households and consists mostly of paper, glass, plastics, food wastes and yard waste. Up to 90 % of waste received at the municipal dumping sites is residential waste.

##### **Commercial and industrial waste**

Commercial and industrial waste includes waste from offices, shops, clinics, schools etc in the area and includes mostly cardboard, paper, plastic bags, food waste and yard waste

##### **Building debris**

This type of waste is occasionally received at solid waste disposal sites and is mainly comprised of waste construction material from private contractors which includes left over bricks, wires, plaster board, and metal sheets.

##### **Dumping sites**

All three dumping sites in the municipality are in a process of being licensed by DWAF.

The sites do not comply with the minimum requirements for waste disposal by landfill. At present there exists insufficient enclosure of sites, uncontrolled access, inappropriate waste disposal methods etc.

During 2001 the number of households without access to refuse removal services decreased from 916(33.5%) to 603(24.7%), a decrease of 313 households, while the number of households with access to refuse removal services increased from 1817(66.5%) to 1835(75.3%). Because of

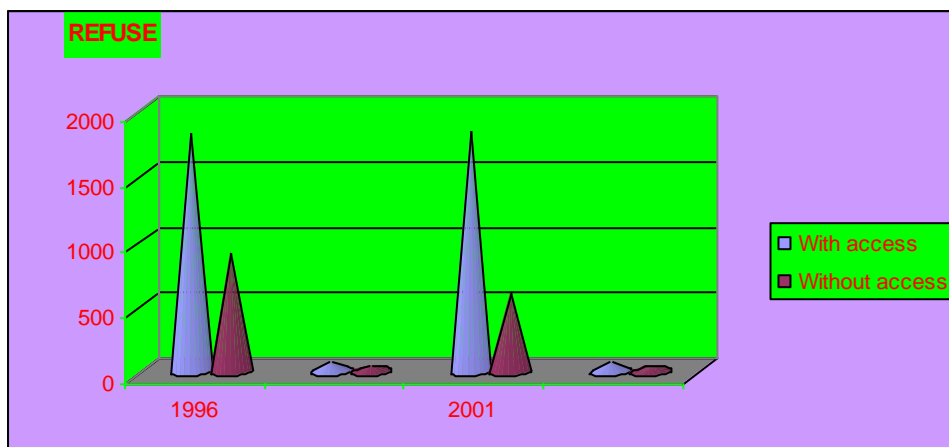


higher service delivery some households received refuse removal servicing. This means that some progress has been made in addressing backlogs.

**See table and graph below:**

CATEGORY	1996	PERCENTAGE	2001	PERCENTAGE
<b>With access</b>	1817	66.5%	1835	75.3%
<b>Without access</b>	916	33.5%	603	24.7%

Table 21: Accessibility for refuse removal (Pixley Ka Seme district municipality GIS)



### 3.14.2 POVERTY INDICATORS

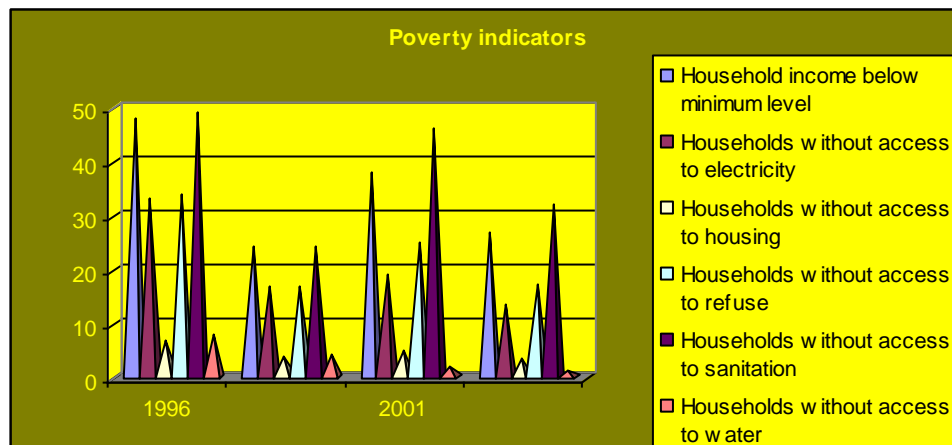
CATEGORY	1996	PERCENTAGE	2001	PERCENTAGE
Household income below minimum level	48	24.2%	38	26.8%
Households without access to electricity	33	16.7%	19	13.4%
Households without access to housing	7	3.7%	5	3.6%
Households without access to refuse	34	16.8%	25	17.4%
Households without access to sanitation	49	24.4%	46	32.1%
Households without access to water	8	4.2%	2	1.3%

Table22: Poverty indicators (Pixley Ka Seme GIS)

The table above reveals that:

- ❖ Lack of accessibility of other services showed decrease in 2001
- ❖ Household without access to electricity decreased from 16.7 % in 1996 to 13.4% in 2001
- ❖ Households without access to housing also decreased from 3.7% in 1996 to 3.6% in 2001
- ❖ On the other hand some of the services showed the following increases:
- ❖ Households without access to sanitation increased from 24.4% in 1996 to 32.1% in 2001
- ❖ Households without access to water also decreased from 4.2% in 1996 to 1.3 % in 2001

**Graphical illustration on poverty indicators 1996 and 2001**  
(Pixley Ka Seme GIS)



(Pixley Ka Seme district municipality GIS)

## CHALLENGES FOR GROWTH AND DEVELOPMENT

The most critical challenge facing the municipality is the reduction of poverty by:

- ❖ Ensuring that all citizens have access to basic services such as water, sanitation, electricity and housing
- ❖ Increasing access to services in education, health and social services
- ❖ Stabilising and decreasing the rate of HIV/AIDS infection and TB
- ❖ Youth development
- ❖ Economic empowerment
- ❖ The development of an attraction and retention strategy, to improve critical skills of the labour force
- ❖ Targeting special groups e.g. women, disabled, etc
- ❖ Sustainable job creation

### 3.14.3 SPATIAL OVERVIEW OF THE TOWNS IN THE KAREEBERG LOCAL MUNICIPALITY

#### CARNARVON.

The main spatial/land issues influencing development of the town include:

- ❖ Carnarvon is identified as an urban centre and should not only be further developed as administrative centre, but should also be promoted through the implementation of urban rehabilitation programmes to stimulate economic growth,
- ❖ Gravel and some tarred roads in the townships are in a poor condition and need to be upgraded. There is an inadequate public transportation system,
- ❖ Provision of sites for businesses, social services and open space areas,
- ❖ Sustainable management of land.

#### TOURISM

- ❖ Carnarvon is well known for its corbelled houses, built between 1811 and 1815
- ❖ The Fort on top of the Carnarvon Kopie in use between 1899-1902, is the only one in the region
- ❖ Tours and crafts at Oukraal
- ❖ San Rock engravings can be viewed at Springbokoog.

## **VAN WYKSVLEI**

The main spatial/land issues influencing the future patterns and development of the town include:

- ❖ Van Wyksvlei is identified as a rural service centre which will complement the satellite towns in the remote areas for the purpose of even distribution of services and to promote the creation of employment opportunities.
- ❖ Lack of recreational facilities
- ❖ Serious water shortages, and water is transported by tank over long distances
- ❖ Inadequate public transportation system
- ❖ Provision of sites for businesses and social services
- ❖ Road infrastructure in poor condition

## **VOSBURG**

The spatial/land issues influencing the future patterns and development of the town include:

- ❖ Vosburg is identified as a rural service centre that will complement the satellite towns in the remote areas for the purpose of the even distribution of services and to promote the creation of employment opportunities
- ❖ Inadequate public transportation system
- ❖ Densification, redevelopment or infill planning of residential areas
- ❖ Provision of sites for businesses, social services and open space areas

## **TOURISM – Existing activities and attractions**

- ❖ In Vosburg more than 22 buildings are national monuments
- ❖ Khoisan implements are on view at Mrs van Heerden's home or at Keurfontein
- ❖ Vosburg Museum.
- ❖ An old Karoo-style house museum
- ❖ Game Hunting

## **3.14.4 CONCLUSION**

Changes in the demographic structure of a population such as currently exists in Kareeberg, requires a wide array of goods and services of all kinds. Expected changes in the composition and age structure of the various population groups are bound to have an enormous future impact on the entire South African society, resulting in unique challenges to decision-makers at all levels.

Whereas the private sector, as a result of population growth, stands to gain financially in a free market environment, the public sector, on the other hand, will find it increasingly difficult to manage its financial affairs due to demands for the provision of public services such as education, health, housing and the associated infrastructure.

The implications of demographic trends are best reflected in population forecasts. The skilful application of such forecasts enables business and social-economics planners involved in the process of strategic management to create of the future, to exploit opportunities, or to deal with possible threats or emerging adverse situations.

Predictably, the spatial distribution of Kareeberg's population is in line with the distribution of economic activity, with clustering prevalent around main economic centres. These urban centres are likely to record high population growth rates in future, as a result of both natural growth and migration of farm dwellers to urban areas.

It is expected that the current population distribution will change towards a more urbanised pattern, although rural populations will remain significant for the foreseeable future. These trends will have far-reaching implications for the provision of housing, education, health services and general infrastructure. In addition, demands will be made on the provincial economy to provide employment for the numbers of new entrants to the labour market.

## ***CHAPTER FOUR***

### **4. DEVELOPMENT PRIORITIES**

#### **4.1 PRIORITIES.**

The following developmental priorities of the Kareeberg local municipality have been identified:

- ❖ Sanitation
- ❖ Health and HIV/AIDS
- ❖ Education and youth development
- ❖ LED and poverty alleviation
- ❖ Infrastructure Management
- ❖ Sport and recreation
- ❖ Crime, security and disaster management

#### **4.1.2 ANALYSIS OF THE LOCAL MUNICIPALITY NEEDS**

The table below gives an overview of the needs and issues which were analysed in the process of IDP review.

**Priority: Sanitation**

Development Objective		Strategy		Output		Target	Alignment
S1	Provide acceptable and /or sustainable sanitation for all.	S1.1	Replace bucket system with alternative and acceptable sanitation system on formal settlements	S1.1.	Mobilize and educate community on all alternative sanitation systems	Sept 2009	♦ National Policy on sanitation, DWAF,DPLG,DHLG
				S1.1.2	Eradicate all bucket system on formal settlement	Dec 2010	“
		S1.1.2	Implementation of bucket eradication project in the region.	S1.2.1	Implement, monitor and co-ordinate bucket eradication project	Dec 2010	“
				S1.2.2	Implement and monitor MIG project on sanitation	June 2009	“
		S1.1.3	Replace bucket system at all schools	S1.1.3.1	100% of all schools with adequate sanitation	Dec 2009	“

**Priority: Bulk Water Supply**

Development Objectives		Strategy		Output		Target	Alignment
W1	To provide sufficient bulk water.	W1.1	Increase access to water supply in the region.	W1.1.1	Funding for the construction of a 200ml water pipe from Copperton to Vanwyksvlei is solicited.	June 2010	♦ DWAF, DBSA

**Priority: Local Economic Development (LED)**

Development	Strategy		Output	Target	Alignment
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Objectives							
LED 1	To promote Local Economic Development in the region.	LED1. 1	Implement the District Growth and Development Strategy (DGDS)	LED1. 1.1	Local Economic Development Strategy is implemented	June 2010	<ul style="list-style-type: none"> <li>◆ National Policy on LED</li> <li>◆ Dept. of Economic Affairs</li> <li>◆ PGDS</li> </ul>
							◆
				LED1. 1.2	Increase of economic growth (1-3% to 2%)	June 2010	◆ Dept. of Economic Affairs, DM, LMS “
				LED1. 1.3	200 jobs created in the formal and informal sector	June 2010	“
		LED1. 2	Create an enabling economic environment for investment	LED1. 2.1	Upgrade and maintain infrastructure	June 2010	<ul style="list-style-type: none"> <li>◆ Dept. of Economic Affairs/Pub works</li> </ul>
							◆
				LED1. 2.2	Improve telecommunication and technology networks	June 2010	◆ Dept of Communications
				LED1. 2.3	Compile and adopt investment promotion and incentive policy	December 2009	◆ Dept of Economic Affairs
				LED1. 2.4	Ensure accessibility of banking services.	June 2010	“



				LED1.2.5	Visible safety and security	June 2010	• Safety and security
				LED1.2.7	Employable workforce	June 2010	• Dept of Economic Affairs
				LED1.2.8	Sufficient serviced sites for commercial and industrial investments.	June 2010	♦ Dept of Economic Affairs ♦ DHLG
LED 2	Increase SMME promotion.	LED2.1	SMME support services offered in the region	LED2.1.1	SMME skills training programmes are compiled and implemented.	Dec 2010	♦ Dept of Economic Affairs
				LED2.1.2	LED strategy implemented	June 2010	“
				LED2.1.3	Establishment of mentorship programmes.	Dec 2009	“
				LED2.1.4	Informal business in urban areas promoted	June 2010	“
LED 3	Increased support of emerging farmers.	LED3.1	Work with relevant stakeholders to unlock access to finance and land for emerging farmers	LED3.1.1	Established Local Business Services Centres	June 2010	“
				LED3.1.2	Land Audit report is compiled	Dec 2009	♦ Dept. of Agriculture ♦ Dept. of Land Affairs
				LED3.1.3	Make agricultural land available for emerging farmers	June 2010	“

				LED 3.1.4	Mentorship programmes established	Dec 2009	“
LED 4	Increase d tourism promotion.	LED4. 1	Compile Tourism Market Strategy to attract investments and tourists	LED4. 1.1	Tourism units established	Dec 2009	♦ Dept of Economic Affairs
				LED4. 1.2	District Tourism master plan compiled	June 2010	“
LED 5	Value-adding to district's products .	LED5. 1	Undertake feasibility studies on viable value-adding industries	LED5. 1.1	Feasibility studies on viable industries to be undertaken	June 2010	“
LED 6	Reduce Unemployment and poverty by 50% respectively in the region by 2014.	LED6. 1	Employ 300 people in EPWP projects and 100 youth in the National Youth Service Programme	LED6. 1.1	100 people employed in EPWP and 10 youth in NYSP	Dec 2009	“
				LED6. 1.2	Establishment of 1 youth advisory centres	June 2009	“
		LED6. 1.3	Creation of job opportunities in the formal and informal sector	LED6. 1.2.1	200 jobs in the formal and informal sector created	June 2010	“
		LED6. 1.4	Increase food security in the municipality	LED6. 1.3.1	Indigents are registered with Dept of Socio Services	Continuous	Dept of Econ Affairs Dept of social Services

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				LED6.1.3.2	Urban agriculture is promoted	Continuous	“
			Urging young men and women to participate in the economic activities	LED6.1.4.1	SMME promotion	Continuous	“

**Priority: Housing**

Development Objectives		Strategy		Output		Target	Alignment
H1	Provide housing for all by 2014.	H1.1	Implement housing delivery project in the municipality	H1.1.1	Developed housing sector plans and housing strategy for the District and local municipalities	July 2009	♦ National Housing Policy, DHLG

**Priority: Roads, Streets and Storm water Management**

Development Objectives		Strategy		Output		Target	Alignment
RS1	To improve	RS1.1	Co-ordinate the maintenance and	RS1.1.1	Prepare infrastructure maintenance plan.	Dec 2009	♦ district

	conditions of roads, streets and storm water drainage in the region.		upgrading of roads, streets and storm water network.	RS1.1.2	Implement and monitor MIG, EPWP and PIG projects.	June 2009	“
		RS1.2	Find ways and means of replacing the ageing plants being needed by Technical Services for upgrading of roads and streets.	RS1.2.1	Replacement and/or maintenance of plants used by Technical Services.	June 2010	“

**Priority: Health and HIV /Aids**

Development Objectives		Strategy		Output		Target	Alignment
HIV1	Reduce the level of HIV/AIDS infections amongst young men and women.	HIV1.1	Strengthen the Council programme of mass mobilization to reduce the impact of HIV/AIDS.	HIV1.1.1	Set up the municipality's HIV/AIDS campaigns in conjunction with dept. of Health.	Dec 2009	♦ National HIV/AIDS Policy, Dept of Health
		HIV1.2	Ensure greater interface between sector departments.	HIV1.2.1	Partnership against HIV/AIDS.	July 2010	“
		HIV1.3	Ensure access to Health Services	HIV1.3.1	Improved district health facilities.	July 2010	“
				HIV1.3.2	24 hour health facilities	July 2010	“

**Priority: Electricity**

Development Objectives		Strategy		Output		Target	Alignment
E1	Access to electricity by all households by 2014.	E1.1	Fast track process of delivery of free basic electricity.	E1.1.1	Monitoring the implementation of free basic electricity.	June 2010	♦ Dept. of Minerals and Energy.
		E1.2	Co-ordinate the maintenance and upgrading of existing electrical networks	E1.2.1	Ensure local municipalities develop and adopt infrastructure maintenance plans when REDS is fully operational.	June 2010	“

**Priority: Education, Youth and Development**

Development Objectives		Strategy		Output		Target	Alignment
Y1	Improve the well-being of young men and women.	Y1.1	Development of education. Sport, health and recreation facilities in the region.	Y1.1.1	Recreational facilities upgraded and maintained.	June 2010	♦ Dept. of Education Sports and Recreation
		Y1.2	Access to vocational training	Y1.2.1	Access to Youth Advisory Centre.	June 2010	“
		Y1.3	Urging young men and women to participate in the economic activities.	Y1.3.1	SMME promotion	June 2010	“
				Y1.3.2	Skills development	June 2010	“

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				Y1.3.3	Youth Advisory Centre to disseminate information on education and youth development	June 2010	“
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**Priority: Land and Land Reform**

Development Objectives		Strategy		Output		Target	Alignment
L1	Provision of land for agricultural, commercial, industrial and residential development and transfer of ownership.	L1.1	Identify land acquisition opportunities.	L1.1.1	Land audit is compiled.	Dec 2009	♦ National Land Policy, Dept of Land Affairs & Agric.
				L1.1.2	Sufficient land is made available for development.	June 2010	“

**Priority: Disaster Management**

Development Objectives		Strategy		Output		Target	Alignment
DM1	To reduce the risk of	DM1.1	Review the current disaster	DM1.1.1	Disaster Management Plan adopted by Council	Dec 2009	♦ National Government Policy on Disaster

	disasters and to cope with disasters.		management plan.				Management, Safety and Security
		DM1.2.1	Improve capacity of Disaster Management Unit to deliver the function effectively.		Capacity of the Unit is built.	June 2010	“

**Priority: Sport and Recreation**

Development Objectives		Strategy		Output		Target	Alignment
SR1	Maintenance of sport and recreation facilities in the region.	SR1.1	Co-ordination of sport and recreation facilities programmes	SR1.1.1	Compile business plan for the municipality.	June 2010	♦ Dept. of Arts and Culture
		SR1.2	Co-ordinate sport activities in the region.	SR 1.2.1	Secure funding	Dec 2009	“
				S1.2.2	Encourage upgrading of sport facilities to host regional, provincial and national events.	June 2010	“

**Priority: Environmental and Waste Management**

Development Objectives		Strategy		Output		Target	Alignment
ENV 1	Improve poor management of	ENV1.1	Co-ordinate planning and management of environment and	ENV1.1.1	Implement Integrated waste management Programme by Council	June 2010	♦ Dept. of Environmental Affairs

	environment and waste in the region.		waste.				
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### Priority: Cemeteries

Development Objectives		Strategy		Output		Target	Alignment
C1	Ensure safe and maintenance of cemeteries in the region.	C1.1	Monitor the upgrading and maintenance of all existing cemeteries.	C1.1.1	By-laws and policies are implemented by Local Municipalities.	June 2010	♦ National and Provincial Government Programmes
				C1.1.2	Assist in securing land for new extensions to cemeteries.	June 2010	“

### Priority: Safety and Security

Development objective		Strategy		Output		Target	Alignment
SS 1	Reduce the level of crime incidences in the region.	SS1	Forming crime prevention partnerships to reduce the level of crime in the region	SS 1.1	Effective CPFs in urban and rural areas	Continuous	Provincial policy framework on integrated local crime prevention National drug master plan
				SS 1.2	Visibility of Police in towns	Continuous	Safety and Security, SAPS, DM, LMs, NGOs
				SS 1.3	Community safety plan is compiled.	June 2010	Safety and Security, SAPS, DM, LMs, NGOs



**Rural Development**

<b>Development Objective</b>		<b>Strategy</b>		<b>Output</b>		<b>Target</b>	<b>Alignment</b>
RD 1	Stimulate the economic and social development of the Rural Area	RD 1	Encourage job opportunities	RD 1.1	Compilation of a Rural Development Strategy	30 June 2010	Dept of Economic Affairs; Dept of Agriculture; Land Affairs District Municipality
		RD 1	Develop Infrastructure	RD 1.2	Adoption of the Strategy	30 November 2010	
				RD 1.3	Implementation of the Strategy	1 July 2011	

## **4.2 STRATEGIES**

### **4.2.1 VISION**

We as Kareeberg Municipality commit ourselves to continuous, as well as affordable service and to development the quality of life of all the residents.

### **4.2.2 MISSION**

We will fulfil this Vision by Credible Administration, Adequate Infrastructure and Improved Economic and Social Initiatives

### **4.2.3 CORPORATE CULTURE AND VALUES**

- To comply with the the aspirations of our people, we will respect and uphold the constitution of the Republic of South Africa by observing human rights and the right to participate in co-operative governance
- We subscribe to the principles of Batho Pele and total quality management
- We commit ourselves to the Codes of Conduct for councillors and officials in the Municipal Systems Act and to the principles of credible financial management
- We believe in integrity in the relations with all our stakeholders
- We commit ourselves to a corruption free municipality
- We endorse a “people-driven” approach by ensuring public participation in local government
- We commit ourselves to promoting racial, gender and all other forms of equality and to empowering all people in the municipal area
- We regard the personnel of our municipality as our most important resource
- We will respect the views and inputs of all members of the council
- We commit ourselves to an extension of knowledge, total submission to legislation, policies, procedures, conditions of service and resolutions of Council

### **4.2.4 PERFORMANCE MANAGEMENT SYSTEM**

#### **Key Performance Areas and Objectives**

##### **4.2.5.1 Basic Service Delivery**

- ❖ To improve customer care and service delivery
- ❖ To plan, provide infrastructure and services

- ❖ To manage the planning and development function of the municipality according to the IDP, taking into cognisance the provincial/district development strategy

#### 4.2.5.2 Municipal Institutional Development and Transformation

- ❖ To develop and implement a performance management system
- ❖ To adhere to the municipality's employment equity plan
- ❖ To develop the municipality's human resources
- ❖ To improve the moral and team spirit
- ❖ To prevent and combat corruption
- ❖ To improve the relationship between politicians, and between officials and politicians

#### 4.2.5.3 Local Economic Development (LED)

- ❖ To promote local economic development in the Municipal area
- ❖ To promote tourism
- ❖ To create job opportunities
- ❖ The improvement of safety and security of residents

#### 4.2.5.4 Municipal Financial Viability and Management

- ❖ To increase the payment for services
- ❖ To manage expenditure and income in accordance with the approved budget
- ❖ To improve the financial viability of the municipality

#### 4.2.5.5 Good Governance and Public Participation

- ❖ To promote a culture of open communication with all internal and external stakeholders

## CHAPTER FIVE

### 5. INSTITUTIONAL ARRANGEMENTS

**There are five portfolio committees within Kareeberg Municipality, namely:**

Finance committee: 8 members

Administration and Personnel committee: 7 members

Social and Economic committee: 6 members

Technical committee: 6 members

Audit committee: 6 members

#### **TENDER COMMITTEE**

The tender committee comprises the following:

- ❖ HOD Finance department (Chairperson)
- ❖ HOD Administration
- ❖ Deputy Municipal Manager

Kareeberg Municipality is constituted of the following departments:

- ❖ Finance department: 9 employees
- ❖ Administrative department: 11 employees
- ❖ Office of the deputy Municipal Manager: 53 employees
- ❖ Office of the Municipal Manager: 2 employees plus 2 electoral officers

There are also five (5) Community Development Workers operating within the Kareeberg Municipality. Kareeberg also has seven (7) councillors, four (4) female and three (3) male.

*Table 29: EMPLOYMENT PROFILE*

<b>RACE</b>	<b>GENDER</b>		
	<b>Female</b>	<b>Male</b>	<b>TOTAL</b>
African	0	1	1
Coloured	17	55	72
Indian	0	0	0
White	6	8	14
<b>TOTAL</b>	<b>23</b>	<b>64</b>	<b>87</b>

#### **Kareeberg organisational structure**

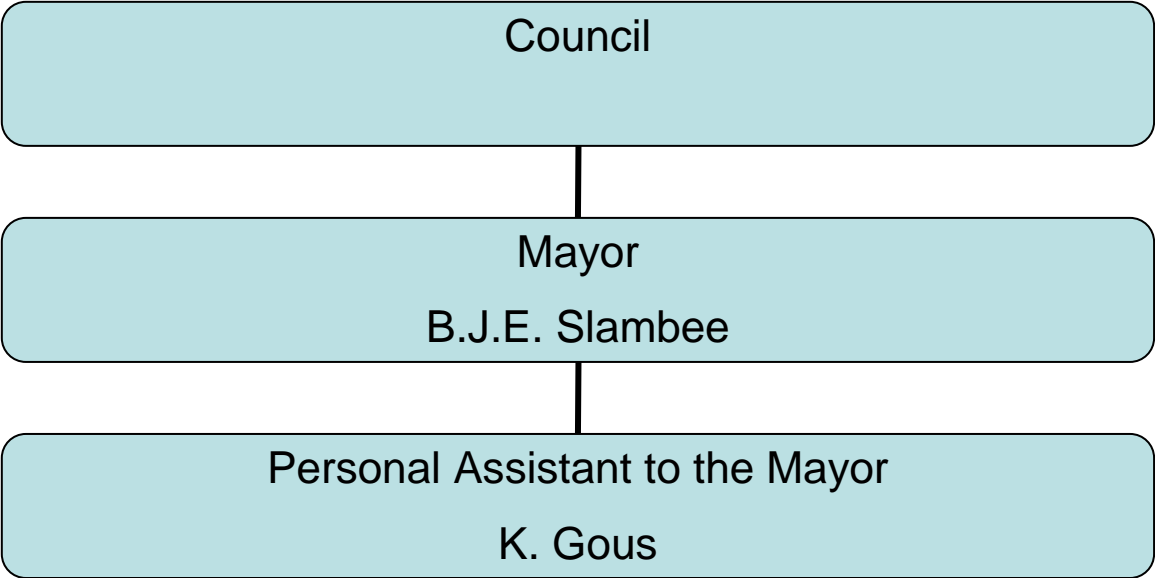
The Organogram of Kareeberg Municipality comprises of the following:

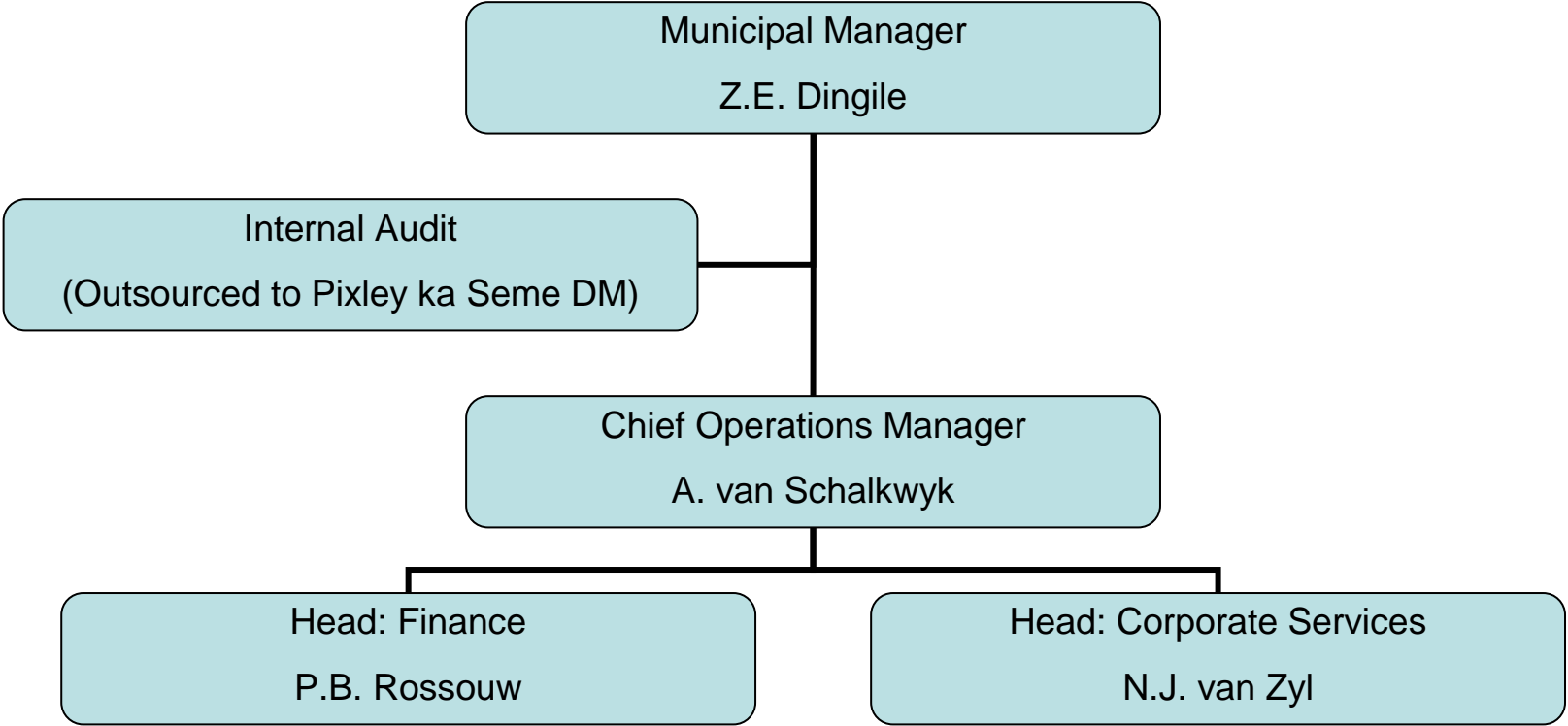
- ❖ Office of the Mayor
- ❖ Office of the Municipal Manager: Option 1
- ❖ Office of the Municipal Manager: Option 2
- ❖ Finance Department
- ❖ Civil and Electrical Services
- ❖ Civil and Electrical Services: Carnarvon
- ❖ Civil and Electrical Services: Van Wyksvlei
- ❖ Administrative Department

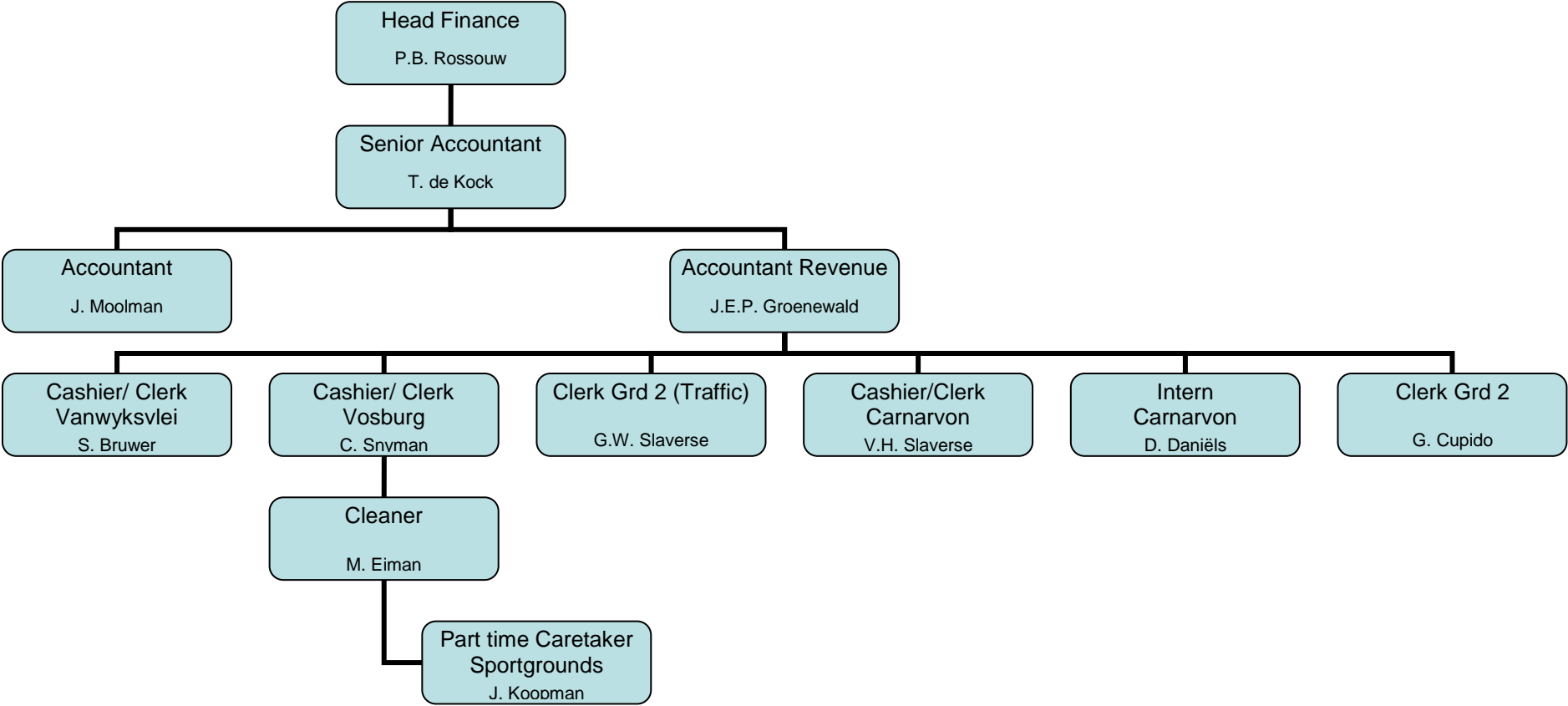


*See the detailed individual illustrations below:*

Office of the Mayor

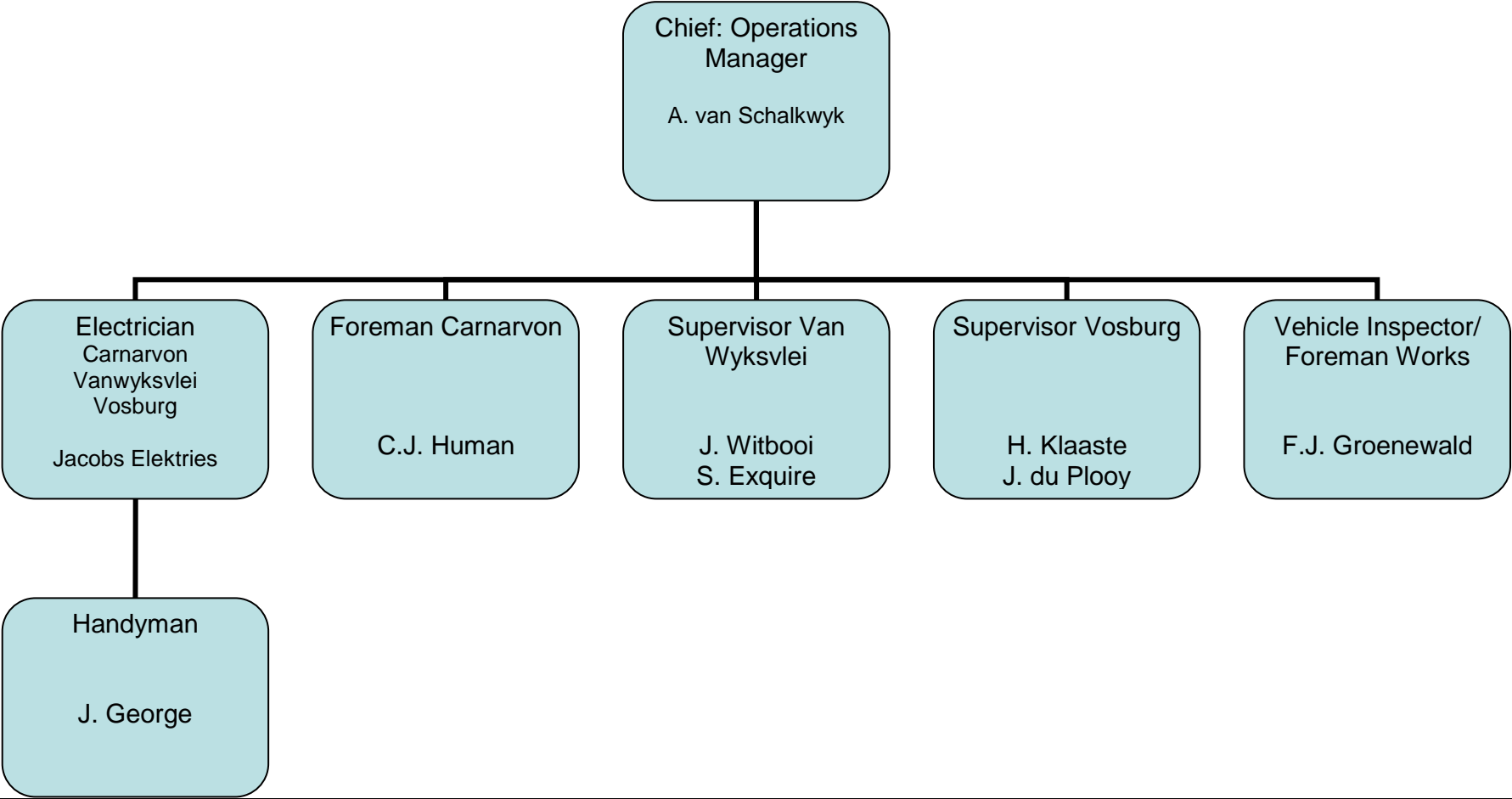




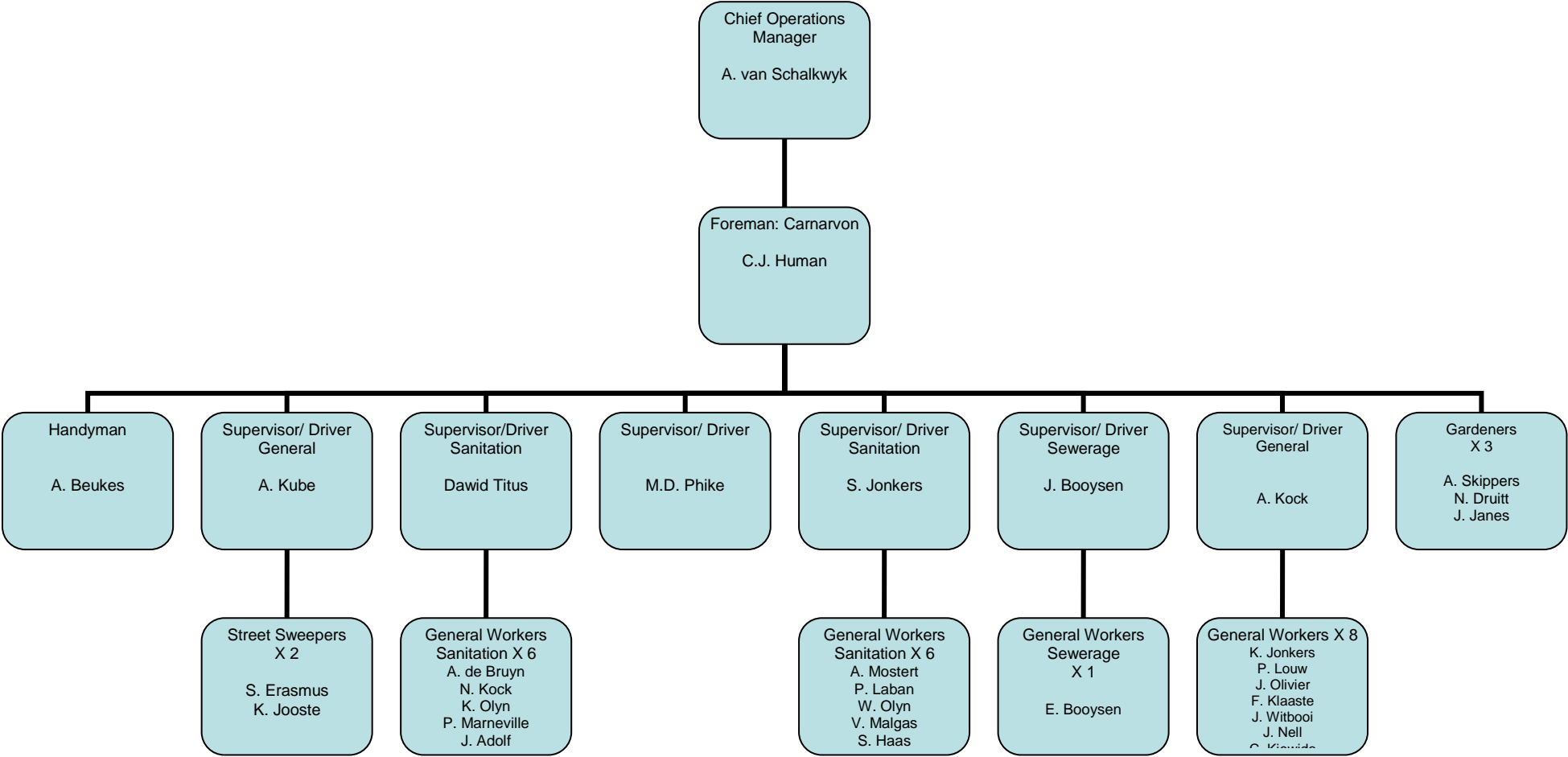


Department Infrastructure Services

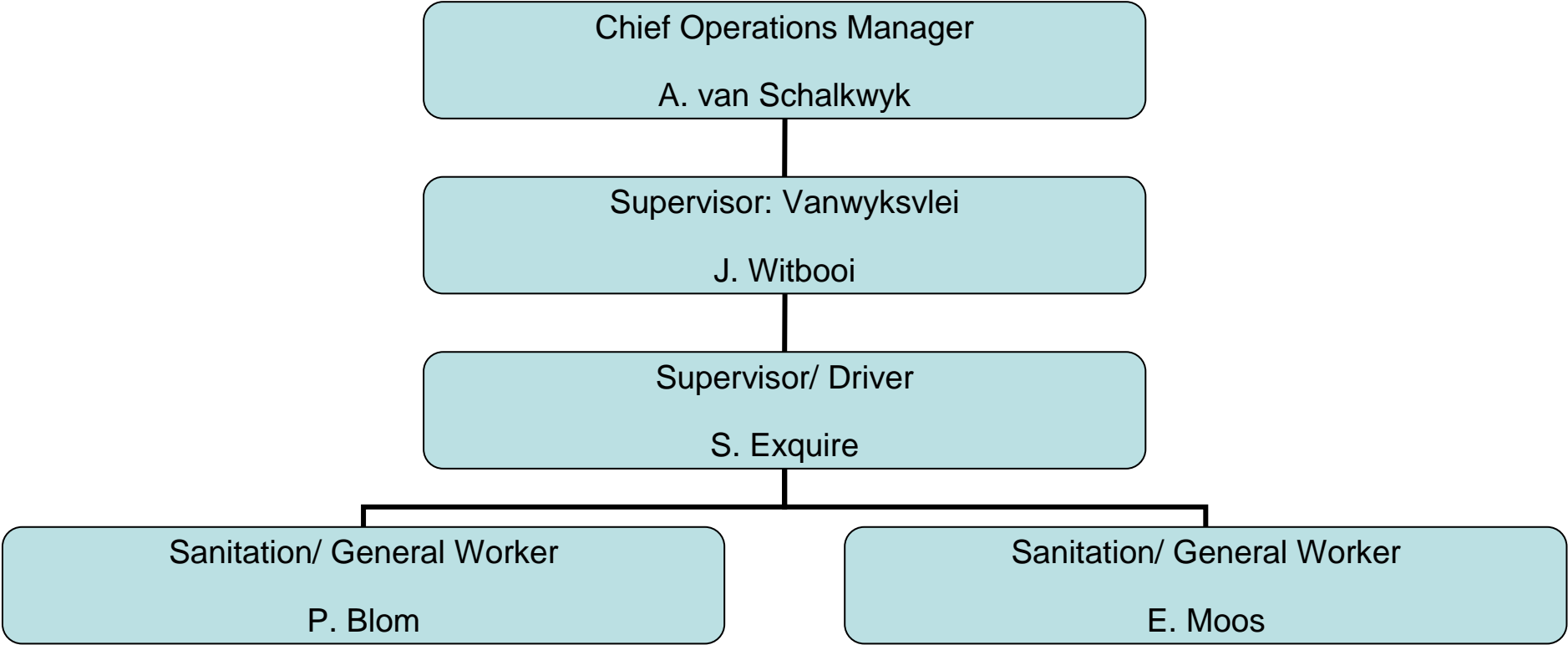


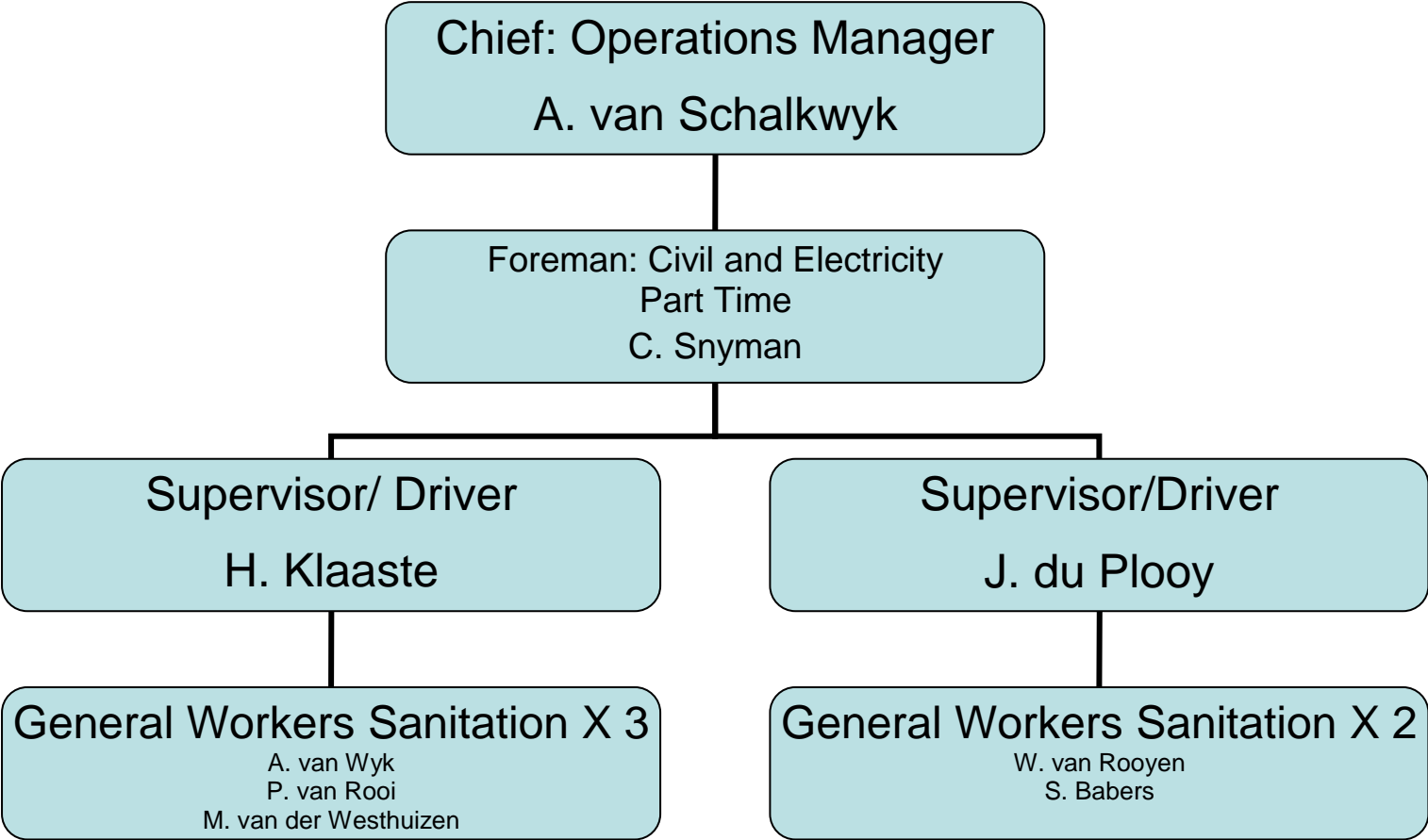


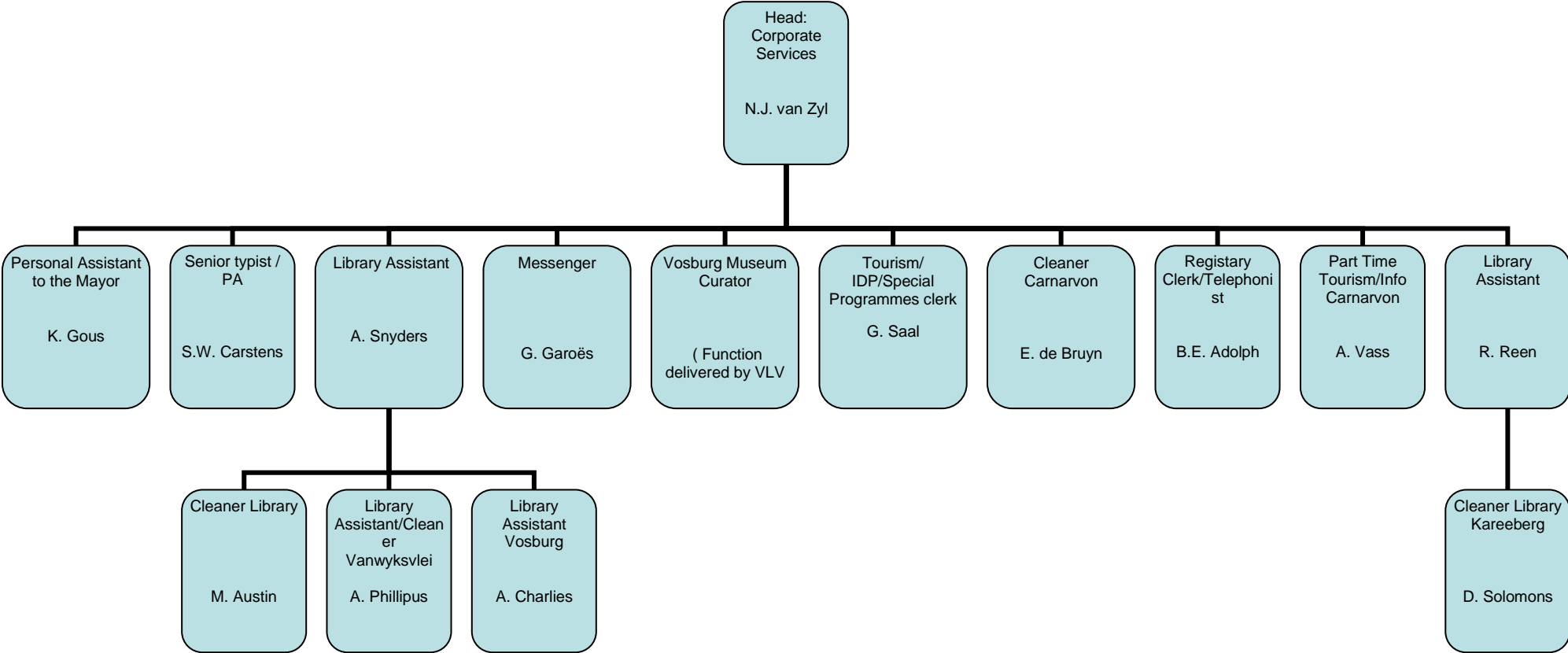
Department Infrastructure Services: Carnarvon Section



Department Infrastructure Services: Vanwyksvlei







## CHAPTER SIX

### 6. PROJECTS

#### 6.1 Funded Projects

No	Project Description	Funding Source	2008/09 R'000	2009/10 R'000	2010/11 R'000	2011/12 R'000
1.	Upgrading of Streets	MIG	3,092	1,422	4,832	
2.	Sportgrounds	MIG		4,500		
3.	Tourism Centre	Dept of Tourism	600			
4.	Purchase of Community Hall	Kareeberg Municipality	50			
5.	Upgrading of Refuse Dumps	DWAF	150			
6.	Eradication of Buckets in Carnarvon	MIG	18,000			
7.	Job Creation Projects	Kareeberg Municipality	200			
8.	Purchasing of a LDV	Kareeberg Municipality	250	200		
9.	Purchasing of a Sanitation Truck	MIG	500	500		
10.	Youth Advisory Centre	PKS DM	250			
<b>Total</b>			<b>23,092</b>	<b>6,622</b>	<b>4,832</b>	<b>0</b>

#### 6.2 Unfunded Projects

No	Project Description	Possible Funding Source	2008/09 R'000	2009/10 R'000	2010/11 R'000	2011/12 R'000
1	Cemeteries	DHLG		40		
2	Fire Brigade	DHLG		300		
3	Vegetable Gardens	DEAT		500	500	
4	Upgrading of Health facilities in Vanwyksvlei	Depart of Health		100	300	
5	Upgrading of Community Hall in Carnarvon	Depart of Social Services		80	900	
6	Upgrading of Health Facilities in Carnarvon	Depart of Health			500	
7	Ablution facilities for Hawkers in all three towns	DTI		600		
8	Sport facilities in Carnarvon	Department of Sport		2,000		
9	Upgrading of Sport Facilities in Vanwyksvlei	Department of Sport			500	
10	Tree Project in Vosburg	DWAF		1,000		
11	Tarring of Vosburg/ Carnarvon Road	Depart of Transport		80,000		
12	Tarring of Carnarvon/ Vanwyksvlei Road	Depart of Transport		90,000		
13	Management of Public Transport: Taxi Ranks	Depart of Transport		84	160	
14	Tarring of Airstrip in Carnarvon	Depart of Transport		2,000		

No	Project Description	Possible Funding Source	2008/09 R'000	2009/10 R'000	2010/11 R'000	2011/12 R'000
15	Upgrading of Sanitation in Vanwyksvlei	DHLG & DWAF		100	275	
16	Upgrading of School Sanitation in Vosburg	DHLG & DWAF			1,000	
17	Rural Clinic Services			250	250	
18	Upgrading of Electricity Network in Riverside, Carnarvon	DHLG & ESKOM		700		
19	Upgrading of Electricity network in Carnarvon	DHLG & ESKOM		730	830	
20	Conversion of Conventional Electricity Meters in Carnarvon	Depart Housing & ESKOM		800		
21	Building of an Access Power line to the Satellite Dish	DEAT		3,000		
22	Upgrading of Water network in all three towns	DHLG & DWAF		400	1,780	
23	Water network in Carnarvon	DHLG & DWAF		500		
24	Monitoring of Water losses	DHLG & DWAF		105		
25	Extension of Water network in Carnarvon	DHLG & DWAF			400	
26	Water pipeline Between Vanwyksvlei and Copperton	DHLG & DWAF		35,000		
27	Temporary Water provision	DHLG & DWAF		3,000		
28	Rural Development: Farm dwellers Services	Kareeberg Municipality		150	150	
29	Housing	Depart of Housing		2,500	4,790	
30	Adult Education: ABET	Depart of Education		150	150	
31	Crèche in Vosburg	Department of Education		250		
32	Replacement of Assets	Kareeberg Municipality		1,470	1,470	1,470
33	High Mast Lighting	Kareeberg Municipality				500
34	Opmeet van erwe	DHLG			500	
35	Volwasse onderrig	Onderwys				500
36	Crèche (Carnarvon)	Welsyn			500	
37	Crèche (Schietfontein)	Welsyn			250	
<b>Total</b>			<b>0</b>	<b>225,809</b>	<b>15,305</b>	<b>2,470</b>

## **CHAPTER SEVEN**

### **7. INTEGRATION**

#### **7.1 AGRICULTURE AND AGRO-PROCESSING SECTOR STRATEGY**

##### **7.1.1 Introduction**

Agro-industrial development is of critical importance to the expansion and diversification of the agricultural sector and economic development strategies of the Municipal area. The Northern Cape's traditional strength is in the production of a wide range of primary commodities. Adding value to the commodities could make a significant contribution to the transformation of agriculture in the municipal area and, by extension, to rural and national development. Adding value by vertically or horizontally integrating primary production and food processing systems, can minimise post harvest losses and expand the markets for primary agricultural products. Agro-processing can increase the viability, profitability and sustainability of production systems through their impact on increasing incomes of primary producers, creation of employment and foreign exchange earnings, and addressing the market risks associated with primary agricultural production. The value adding strategies should be designed to capture this value addition within the municipal area.

##### **7.1.2 Scope of work**

The main purpose would be to compile a vision and strategic framework for the agriculture and agro-processing sector which will contribute to the growth and development of the local economy.

The resulting strategic framework should guide public and private sector role-players in ways which will enable them to address the challenges of growth and development and agrarian reform successfully.

- Identify constraints in order to determine, prioritize and create an environment that is conducive to agricultural and agro-processing development
- Develop a framework for cooperation between all role players at provincial and local level that will prioritise the allocation of public and private resources
- Identify the opportunities for private investments and public interventions to respond to agro-processing opportunities
- Set the scene for future debates on issues, such as trade, which may affect the potential for agricultural and agro-processing development



### 7.1.3 Forces that shape the agricultural industry

The South African agricultural industry experienced profound changes over the last 10 years. The industry progressed from being highly regulated, to a completely free market in a very short space of time.

The National Department of Agriculture and the Department of Land Affairs initiated the following programmes to lend impetus to transformation in the agricultural sector:

- Broadening of Access To Agriculture Thrust (BATAT)
- Land reform (Act 126, Restitution, Tenure)
- Land Redistribution for Agricultural Development (LRAD) 2001
- Integrated Sustainable Rural Development Strategy (ISRDS) 2001
- Food Security and Nutrition Programme
- Comprehensive Agricultural Support Programme (CASP)
- Agri-BEE

The following “external” forces are also shaping agriculture:

- Trade liberalisation – the globalization and transformation from a regulated industry to a free market.
- Agri-Industrialisation – there are considerable difference in the skills and technology intensity and productivity in the production of primary crops.
- Environmental forces – environmental pressure groups, consumers and retailers are very aware of and informed about the possible abuse of resources such as water and soil.  
Consumer forces - Income growth and demand – as household income rises, smaller share of household budgets tend to be spent on food. Consumers consistently raise standards of products.
- Biotechnology – offering new solutions to agricultural production and enhancing the possibilities of replacing natural with synthetic products.
- Information technology – information is freely available and is no longer a competitive advantage.
- Consolidation – firms are consistently looking for economies of scale at all levels of production, processing / manufacturing and distribution.
- Producers – need to drive and raise efficiency to remain competitive
- Supply chains – the need to create value and to be efficient is driving the coordination of linkages.
- Markets – markets are more volatile

### 7.1.4 Strategic Plan for Agriculture

This will form the framework for the transformation and development of the sector.

The Vision - A united and prosperous agricultural sector

The strategy is divided into three core areas:

- Enhance equitable access and participation
- Improve global competitiveness and profitability
- Ensure sustainable resource management

It is also making provision for the following supporting integrated strategies:

- Good governance
- Integrated and sustainable rural development
- Knowledge and innovation
- International co-operation

- Safety and security

### **7.1.5 Agricultural Economy**

Agriculture is the most important productive economic sector in the Municipal area and the largest employer of labour and therefore plays a major role in the economy of the municipal area.

- Livestock Production
- Low carrying capacities for livestock production
- Produce high quality meat
- Production optimised i.e. animal population
- Game farming a growing and high potential industry
- Land Reform
- Land Redistribution for Agricultural Development –
- Extension of Commonage
- Land Restitution
- Settlement and Land Acquisition Grants

The principal challenge faced by those responsible for promoting the development of the agricultural sector is:

- how to grow the agricultural sector and increase its contribution to GGP, employment and income while at the same time accommodating the demands for increased access to agricultural resources by the previously excluded sectors of our society.
- In promoting achievement of twin objectives of growth and transformation in agriculture, the municipal area also faces other challenges:
  1. Diversification of production
  2. Optimisation of gross margins per unit of water and land
  3. Preservation of the productive value of grazing land
  4. Identification and development of export markets
  5. Development of backward, forward and side-stream linkages to agri-business
  6. Managing impact of high input costs and stagnating producer prices
  7. Improving risk management capacities
  8. Increasing access to land through land reform, with sufficient support to ensure productive capacity of land is maintained
  9. Integrating emerging farmers into appropriate institutional support structures
  10. Skills development
  11. Transfer of technology
  12. Recruiting and retaining the necessary expertise to enhance agricultural development in the municipal area

### **7.1.6 What is Agro – Processing**

Agro-processing describes the transformation of agricultural produce into a different physical or chemical state. The term “agro” encompasses a wide range of food and non-food agricultural products. It is also quite often referred to as value adding.

Agro processing applies to any of the numerous activities that take place in the chain of events between harvest or slaughter of the raw material and production of the final product. It covers a range of processes with varying degrees of complexity and technical input to suit the individual situation. Processing ranges from the relatively simple processes of picking paprika, drying and grinding, to the more complex extraction of colorants of paprika. Processing adds value to agricultural commodities.

In economic terms, the “value” in value-added arises from the production process. It is the sum of payments made by industries to workers, plus profits, dividends and capital gains, and indirect business taxes paid to state and local governments. Value-added, then, is the money that remains in a region’s economy which can be used for household spending, saving, or capital investment. It represents the income and wealth available to the rest of the region's economy

#### **7.1.7 Agricultural Strategies**

The Northern Cape Provincial Department of Agriculture has participated in the development of agricultural commodity strategies. The Department has been tasked with the implementation of the following strategies:

1. Grain Industry Strategy
2. Integrated Food Security Strategy
3. Cotton Sector Strategy
4. Livestock Strategy

Main findings:

- The essence of all the commodity strategies (or commodity specific development) is to ensure sustainable primary production and to alleviate the constraints that impede its growth.
- All elements are addressed e.g. water, research, human resource development, primary production as well as land reform and other transformation aspects with regards to the specific commodity.
- It is crucial to have a high degree of public-private sector co-operation to ensure successful growth.

Potential Integration:

- The strategy of the provincial Department of Agriculture does not specify how the commodity strategies will be integrated with the provincial departmental strategy and the broader developmental objectives of the Northern Cape area.
- The potential to add value to any food or fibre is not articulated and quantified in any of the strategies.
- The agri supply chain affiliations, necessary to facilitate the entrance of new producers, have not been adequately addressed.
- Customer oriented cross-border agri supply chains have an enormous reciprocal effect on each of the successive companies involved in the chain.

#### **7.1.8 Agricultural Supply Chains**

The following lessons can be learned from successfully implemented agri supply chain projects:

- Long term relationships between partners in the chain, lead to improved margins and improved market knowledge for the primary producers.
- Reduction of product losses during storage and transportation, result from optimal coordination of the successive activities in the chain
- Quality and /or freshness of products can be improved greatly
- Improved safety of food products can be assured
- Sales can be increased significantly, due to exchanging market information
- Coordinated supply chains tend to generate "high value added" products that generate considerable revenue as they match with the demands of high-end markets and high income segments.

### **7.1.9 Recommendation**

The potential to add value to any food or fibre produced in the municipal area must be the core strategy.

Producers must pro-actively try to become part of supply chains of retail.

### **7.1.10 Institutional framework for sector development**

The support necessary to add value to any crop will not only be a function of successful crop production, but also the co-ordination and sharing of resources between a large number of institutional role players. The successful implementation of any agro-processing strategy will require a unique set of skills and therefore the department should appoint a management agency to implement the strategy. The provincial departments should facilitate development rather than providing services, except for statutory functions.

Specific responsibilities of the management agency would include:

- preparation and annual review of operational plans
- reporting to the MEC's of Agriculture and Economic Affairs, stakeholders and the public
- management of financial systems and funding arrangements with stakeholders
- contracting and managing service providers to carry out strategy activities
- communicating with affected parties, stakeholders and regulatory bodies

### **7.1.11 Private investments and Public interventions**

Constructive Public involvement is required in funding, development of reasonable goals and objectives, and in monitoring subsequent activities. Public investments in roads, ports, telecommunications, and water supply have an important bearing on private agri-business investments and competitiveness. Agro-processing can be enhanced through selective public or collaborative initiatives related to market intelligence, information services, and product packaging standardization, and phyto-sanitary control.

The problem of distance to market and related transport cost is a major impediment. The lack of appropriate technical skills is a major factor in the relocation of production facilities to other municipal areas. The current commodity strategies as well as research done by other institutions should be used in the development of an appropriate strategy and the selection of projects.

### **7.1.12 Finance, Marketing and other Support Mechanisms**

The support from Land Bank, IDC, and Khula, will be of imperative importance. A serious constraint to the development of a viable agro-processing sector is the lack of access to capital and the low level of entrepreneurship and management training of the large majority of persons engaged in agro-processing enterprises.

Generally most of these operators have had little or no formal training in the technical aspects of the operations and less in small business organisation, marketing and management. Furthermore in contrast to the large agro-industrial enterprises, the small processors have had little consistent support from the government and have not shared in any coherent programmes or projects specifically designed to support their development.

Domestic products have also to compete with a wide range of imported products in the domestic market. Agro-processors must be aware that their products need to be competitive in all aspects with imported products.

### **7.1.13 Agro-Processing Sector Development**

#### **Introduction**

The agro processing sector development strategy will be successful only if there is a holistic and integrated approach from the following complex perspectives:

#### **Macro economic**

An important feature of world trade over the past three decades has been the growing participation of developing countries. The development and growth of any value adding business will be measured against international trade issues such as demand for product, trade agreements, cost of production as well as other trade barriers such as tariffs and non tariff measures.

#### **Micro economic**

Agro-processing or value adding within the municipal area will also be measured against demand for product and cost of production.

The role of the private sector must be to proactively develop and exploit the “in-quota” opportunities.

The role of the public sector is to ensure that national government negotiations include sectors or products that can be produced in the municipal area.

### **7.1.14 Municipal competitiveness**

The competitiveness from a municipal perspective will include:

The regulatory framework for setting up a new or expanding an existing business. The successful implementation of the agricultural commodity strategy which must have a dedicated market focus. The cost of doing business in the Northern Cape is quite often referred to as high. The distance to market, size of the provincial market and disposable income are major factors in choosing a location for any business. The lack of skilled labour, required in a manufacturing process, is also an impediment in establishing a business in the municipal area.

Despite the more recent process of policy reform in South Africa, the operating environment for private agribusinesses is still not conducive to major investments. Firms face considerable in-direct (water, roads and other infrastructure) risks and relatively high costs for intermediate goods and services, which weaken their scope for international competitiveness.

Related and supporting industries: Vertical support – the presence of internationally competitive supplier industries that will ensure cost effective and speedy delivery. Horizontal support – the presence of, internationally competitive, related industries to coordinate and share activities with and to stimulate competition.

The development of a local agro-processing sector strategy requires at least:

- a holistic and integrated approach that incorporates macro and micro-economic considerations as well as a range of provincial competitiveness issues;

- an evaluation of the technical feasibility of adding value to food or fibre produced in the municipal area;
- an appraisal of domestic and foreign markets to determine requirements for competitiveness;
- an assessment of the agri-supply chains of the retail sector to determine scope for NCP producers to penetrate local markets for processed food and fibre;
- close collaboration between the provincial Departments of Agriculture and Economic Affairs and the national Department of Trade and Industry to provide a support for agro-processing development

## **7.1.15 Conclusions and Recommendations**

### **7.1.15.1 Public interventions**

Constructive Public involvement is required in the funding, development of reasonable goals and objectives, and in monitoring subsequent activities.

### **7.1.15.2 Infrastructure**

Agro-processing can be enhanced through selective public or collaborative initiatives related to market intelligence, information services, standardization of product packaging and phyto-sanitary control.

### **7.1.15.3 Institutional Development**

1. The municipality should consider the establishment of an Advisory Service Centre (ASC).  
The scope of the service centre should be to assist entrepreneurs with market information; requirements and advice; support entrepreneurs with the removal of procedural and administrative bottlenecks; facilitate investment; coordinate technological support and finance; organize training programmes and seminars. The centre must establish market research facilities and link producers with markets (or buyers).
2. The establishment of an Agro-processing advisory board.

### **7.1.15.4 Finance, Marketing and other Support Mechanisms**

The support from Land Bank, Industrial Development Co-operation (IDC), and Khula, will be of the utmost importance. Foreign investment can play a major role in the growth of the agro-processing sector with competitive technology or access to new export markets.

### **7.1.15.5 Management, co-ordination and implementation**

The municipality should consider contracting a service provider to implement the agro-processing strategy

### **7.1.15.6 The aim of the Agro-processing Strategy**

The aim of the strategy is to shift from producing primary commodities to increase production of value added items of high value for domestic and international markets.

#### **7.1.15.7 The specific objectives of the Agro-processing strategy**

- To establish an agro-processing base in the municipal area
- To create an environment to expand agro-processing activities in the municipal area
- To ensure active participation of private sector in agro-processing
- To stimulate the multifunctional aspects of agro-processing
- To promote quality and innovation in agro-processing
- To strengthen the economic competitiveness of agro-processing activities and management
- To contribute to the development of job opportunities in the municipal area.

#### **7.1.15.8 Identification of Project Investment Opportunities**

The role players, through a process of collaborative discussions, must identify projects that will get all the necessary support over a well defined period.

The following criteria are suggested as a basis for the selection of projects:

1. Select from the core agricultural commodities in the municipal area (meat processing of e.g. livestock and game industry). The livestock and game industries are well established in the municipal area and the opportunities to add value should be investigated.
2. Investigate the possibilities of co-operation with neighbouring municipalities.
3. Explore all possible opportunities to become part of supply chains of the bigger SA retailers. Food companies as well as national retailers are always looking for opportunities to source products from different regions due to seasonal differences. These opportunities, in essence represent markets, and should be discussed with the relevant buyers. Review crop against macro and micro environment as well as provincial competitiveness as indicated.

## **7.2 HUMAN RESOURCE DEVELOPMENT STRATEGY**

### **7.2.1 List of abbreviations**

ABET	Adult Basic Education and Training
AIDS	Acquired Immuno Deficiency Syndrome
BEE	Black Economic Empowerment
CBO	Community Based Organisation
DoL	Department of Labour
DTI	Department of Trade and Industry
ECD	Early Childhood Development
EEA	Employment Equity Act
ETD	Education, Training and Development
FET	Further Education and Training
GDP	Growth Domestic Product
GDS	Growth and Development Summit
GET	General Education and Training
HET	Higher Education and Training
HIV	Human Immuno Virus
HRD	Human Resource Development
MEC	Member of Executive Council

MOU	Memorandum of Understanding
NCED	Northern Cape Education Department
NCYDA	Northern Cape Youth Development Agency
NGO	Non-Governmental Organisations
NIHE	National Institute for Higher Education
NQF	National Qualification Framework
NSDS	National Skills Development Strategy
PBF	Premiers Bursary Fund
RPL	Recognition of Prior Learning
SAQA	South African Qualifications Authority
SDA	Skills Development Act
SDF	Skills Development Facilitator
SDI	Spatial Development Initiative
SDLA	Skills Development Levies Act
SETAs	Sector Education and Training Authorities
SMME	Small Micro Medium Enterprise

The Human Resource Strategy provides a framework that ensures that all residents are able to participate fully in society as responsible citizens, as well as in the growth and development of the country.

The strategy takes, as its starting point, the growth and development imperatives that the province has identified, mainly through its Economic Development Plan.

This, in turn, is informed by the serious challenges that the municipality faces. These include:

- Poverty which is high and increasing
- High levels of unemployment
- Low levels of investment
- Low levels of literacy.

The strategy is underpinned by key principles to guide its focus and direction. These principles, remain sensitive to the broader transformation, and redress imperatives that continue to guide the development efforts of the Local Government.

The Municipal HRD Strategy identifies four strategic objectives. They are:

- To improve the foundation for human development
- To improve the supply of high-quality (particularly scarce) skills which are responsive to societal and economic needs
- To increase employer participation in lifelong learning as an instrument to achieve employment equity targets
- To assist out of school youth and the unemployed, into employment.

## **7.2 Introduction**

This strategy proposes a plan for the establishment and development of a co-ordinated human resource development implementation system. This system will provide high quality, accessible, flexible and responsive programmes and opportunities for municipal citizens and, in doing so, will support both the current economic activities of the region and the new planned development initiatives.

This strategy also provides guidelines for individual institutions in the development of institutional plans which will enable them to operate effectively and efficiently, focusing on the development of intermediate and high level skills and competencies. The implementation of these plans will contribute to the growth of various economic



sectors and also improve the quality of life of citizens by increasing their employability.

This document takes as its starting point policy and legislative frameworks for implementation of human resource development programmes in the Skills Development Act of 1998, Skills Development Levies Act of 1999, National Human Resource Development Strategy and the National Skills Development Strategy launched in 2001. The strategy presented here has been attuned to the unique nature and needs of the Municipal area.

### **7.2.3 Context**

The draft Human Resource & Skills Development for the municipality was developed to support a holistic approach to human resource development in our municipal area. This strategy seeks to address major setbacks in human and intellectual capital which currently stifles the effective and equitable delivery of service.

Employees in the public service should be developed to meet performance demands and fulfil the skills of career aspirations and sustainable livelihoods. Human Resource Development should be a catalyst for change in the public service by being instrumental in:

- Building and maintaining an enabling environment and systems for work-based learning;
- Creating a shared need for change;
- Shaping a vision; and mobilising commitment at all levels.

In this regard, Human Resource Development scope has broadened beyond administrative prescriptions, to actually driving the organisational performance programme.

This vision is underpinned by the following guiding principles:

- Lifelong learning: Communities and workplaces are changing continuously.
- Therefore, the need to upgrade and improve workforce skills continuously becomes crucial.
- The promotion of equity: There are not only legacies to be erased but positive interventions are demanded if we are to build an inclusive society and widen opportunities for all.
- Through skills development we need not only to provide opportunities for disadvantaged groups but also to encourage effective collaboration amongst people from diverse backgrounds.
- Demand-led: For too long skills development has been pursued in the absence of a realistic assessment of how the skills are to be employed.
- The emphasis will be on the skills and competencies required to support productivity, international competitiveness, the mobility of workers, self-employment and meeting defined and articulated community needs.
- Partnership and collaboration: At community and workplace levels. The definition and implementation of the skills development strategy should be based on the partnerships between, and amongst, the social constituencies.
- Efficiency and effectiveness: The delivery of skills development programmes and initiatives must be characterised by cost-efficiency and should lead to positive outcomes.
- Accessibility: All sectors of the economy are obliged by the skills development legislation to create opportunities for learning by workers.
- Quality: All skills development programmes/initiatives are subject to the recognition by SAQA to ensure quality.

#### **7.2.4 Mission**

Our mission statement encapsulates the goals of our provincial human resource development strategy:

"To maximise the potential of the people of Northern Cape, through the acquisition of knowledge and skills for a better life for all"

To fulfil this mission four objectives have been identified to drive the municipal human resource development strategy:

- Improving foundations for human development.
- Improving the supply of high-quality (particularly scarce) skills which are more responsive to societal and economic needs.
- Increasing employer participation in lifelong learning.
- Assisting out of school youth and unemployed people into employment.

#### **7.2.5 Goals**

The Municipality should work towards achieving the following goals:

- Improving Human Development Index.
- Creating jobs, wealth and reduce levels of poverty
- Developing a culture of high quality life-long learning.
- Fostering skills development in formal economy.
- Stimulating and supporting SMMEs and BEE initiatives.
- Assisting new entrants into employment.
- Promoting equity.

#### **7.2.6 Integration**

An integrated approach to human resource development is essential if successful implementation is to be maximised. This integration is both horizontal and vertical. Horizontal integration means that all sectors (Public, Private, NGO, CBO) have to collaborate and synergise their efforts in raising the quality and levels of skills in the municipal area. Vertical integration refers more to the spheres of government. Government operates as a complex system, and any fragmented approach to HRD can only dilute the efforts of human development.

The proposed strategy contains two elements which will drive the HRD Planning process:

- The institutionalisation of HRD planning and implementation, through the building of structures which will ensure the flow of information between relevant role-players.
- The collection and analysis of data with regard to key indicators, which will tell us how the strategy is performing to further its development.

#### **7.2.7 Development Strategies**

The provincial government views this strategy as a powerful imperative for government to use for planning and funding mechanisms to encourage education and training institutions more persuasively to transform the racially skewed character of their staff compositions and workplaces in general. As a consequence

the provincial government resolved to assist in the development of human resources by means of the following strategies. To:

- Promote an integrated and strategic approach to HRD and position the province to support the National Skills Development Strategy (NSDS).
- Support the theme driver (DoE) in efforts to ensure that all people are well capacitated with skills in order to participate in all economic sectors in the province.
- Promote the re-skilling of qualified unemployed and employed workers, and so to enable them to find work in areas of skills shortages.
- Promote raising the standards of market driven skills in the province in order to ensure employment opportunities.
- Ensure that the particular needs of public service staff are addressed, including the training needs of people whose jobs are at risk through restructuring.
- Identify gaps in the supply of skills in all sectors and promote initiatives that will lead to meeting the demand needs.
- Advocate the development of effective management, governance, administration, financial and other systems essential to high quality public service delivery.
- Provide support to sub-sectors with poor infrastructure, facilitating the sharing of resources and a simplified process for accessing resources.
- Promote the link between Employment Equity Plan, Human Resource Plan and Workplace Skills Plan.

Lastly, the provincial government notices that migration from rural to urban areas does not necessarily lead to employment but that unemployment should be addressed by a number of other strategies. These should include the following:

The development of new economic initiatives as outlined earlier in this strategy and the provision of formal and skills development programmes to support these initiatives, and the provision of programmes that will lead to job creation through the SMME sector - especially in those districts where there are fewer formal employment opportunities.

#### **7.2.8 Employment and Skills Needs**

A crucial part of the skills planning process is to identify skills gaps and needs. This requires intensive needs analysis, which must be done in the constituency organisations and workplaces. There has been extensive stakeholder involvement in the planning process. The needs of diverse constituencies in the province have been identified in workshops of key stakeholders and role-players, presentations to constituent organisations and interviews with key informants.

From the numerous discussions and presentations, a number of critical skills needs have surfaced. Some are described below.

The education and training skills required by an ETD service provider, are diverse and extensive, and the scenario outlined in this strategy- for the province in years to come - will extend to cover the range and depth of skills needed. It is anticipated that WSPs will identify the needs of all employees in the public administration in order to equip them with skills for effective and efficient service delivery.

Scarce and technical skills are vital. Many organisations do not have access to what many regard as basic necessities – word-processors and electronic spreadsheets and databases, for example. Computer skills are essential, not only for effective administration and communication in all economic sectors, but also for service providers, who will increasingly be expected to build IT into their practice.

There is a cluster of training needs associated with change in the province – change management, life skills, diversity management, strategic management and planning. The provincial government and economic sectors will want to play their part in job creation initiatives. This will require the development of skills related to internships and learnerships – planning, implementation, monitoring, etc.

There are ETD practices such as mentoring, coaching and counselling that require training, and RPL, to achieve the agreed standards.

The development of the small and medium enterprise (SME) sector will require entrepreneurial skills.

There are many people in the province involved in "development". These may include an educator or OD ETD practitioner who extends his or her role to helping a learner gain access to work. It includes many community leaders and activists who facilitate processes that lead to development (for example the building of a community centre or the starting up of a community radio station), and it includes those employed in communities as development practitioners. There are particular skills needs associated with community development that need attention.

There are skills required to further develop the sector. Assessors are needed and assessment will become an essential part of the ETD practitioner's role. Internal and external quality assurance processes will need to be developed and understood. Skills Development Facilitators (SDFs) need to be trained not only to take on their new role, but also to attain the standards and qualifications that are soon to be made available. The concept of RPL is relatively new to South Africa. ETD practitioners and institutions will need to be assisted to gain expertise in this area. Research skills will also be important for the province in order to make informed choices by decision makers.

There are many people who do not have basic reading, writing, numeracy and communications skills. It will be a particular challenge in the municipal area to ensure that every person employed has access to Adult Basic Education and Training (ABET), and from this starting point can gain access to other learning opportunities. There are many children of school going age who do not attend school in the municipal area. It will be a particular challenge to ensure their participation in General Education & Training and in Early Childhood Development programmes.

### **7.2.9 Target Groups**

Strategies to meet the Growth and Development Summit Objectives:

When the GDS report was studied it was found that the mention of the Education, Training and Development sector mainly related to implementation across sectors with special emphasis on skills development for beneficiaries. Examples of this include the school feeding scheme, the construction, renovations and cleaning of public buildings. There are, however, focused areas where this HRD strategy will contribute to the GDS targets. These include the following:

1. Partnerships: Identify key partnerships in the province (in/out ETD sector) and establish MoUs with them. These could include funding agencies, the media, Youth Commission, DoL etc.
2. Investments: The SETAs play a role in the social sector and would therefore play a role in investments and sponsorships in ETD sector.

3. Poverty reduction: The SETAs, in collaboration with business, government and civil society, will play a role in the social plan and the education and training of all citizens to ensure productivity and contribution to society. This will in turn ensure employability and the reduction of poverty.
4. Identify scarce skills in various sectors and train unemployed and youth to fill positions in the sectors.
5. Promote the development and sustainability of SMMEs in the municipal area.
6. Job Creation Ensure that the local government meets the targets set for learnerships.
7. Promote BEE and SMMEs in the municipal area
8. Prioritise ABET provision and implementation throughout all sectors

#### **7.2.10 Strategic Objectives**

The Provincial HRD Strategy was developed around four strategic objectives, all aligned to the five national objectives. Each strategic objective was further broken down into components to ensure measurability and achievement. These components: are success indicators, actions required and responsible agencies. The framework for the strategic objectives outlined in the table below, forms the core of the Provincial HRD Strategy.

##### **7.2.10.1 Strategic Objective 1: Improving Foundation for Human Development**

Ensure participation of previously disadvantaged Individuals & those affected & infected by HIV/AIDS

- Identification of Skills Gap Research on the status quo in terms of skills gaps e.g. Sector Skills Plans Labour market analysis report
- Strategic Objective 3: Increasing employer participation in lifelong learning to achieve employment equity targets
- Indicator Indicative Action Responsible Agents. Labour market Changes Private sector firms prepare and implement Workplace Skills Plans.
- Compliance with the Skills Development Legislature Provincial DoL SETAs Office of the Premier.
- Private and public sector commitment to skills development. 70% of the workers are at NQF Level 1. DoL SETAs Government.
- Youth unemployment: Pro-rata share of national target on learners to be placed in Learnerships and Internship programmes Provincial DoL SETA's all sectors.
- Unemployment levels: Develop at least one Investor in people standard per sector by 2009. SETAs.

- All employers: Public sector education and training to support service delivery.
- WSP including transversal skills.
- Pro-rata share of learners participate in the Internship and Learnership Programmes NCED.
- Skills development for SMME sector
- Encourage 40% of existing SMMEs to register/form partnership and register at the SETAs. Department of Economic Development & Tourism.
- Social Development  
Initiatives: Develop a social master plan for the Municipal area.
- Design a framework for co-ordination and implementation.
- Assist out of school youth and unemployed people into employment.
- Indicator Indicative Action Responsible Agent Expenditure on Research and Development Coordination of research to be centralized
- Identification of economic sectors with significant growth and employment potential. Planning and Policy development within the province must be based on research conducted.
- Number of people assisted to enter and complete programmes leading to high-level quality skills. Identify high-level scarce skills in the municipal area and establish a bursary scheme to support learners entering these programmes.
- Identify employers to support the work based aspect of the programme.
- Identify the generic scarcity of skills relevant to the area and place learners into programmes.
- Apply for NSF and SETA funding to support generic programmes
- Number of young people assisted to form new ventures. Set up the system and criteria for new venture Creation with participating SETAs

#### 7.2.10.2 Effective Institutional and Structural Implementation Mechanisms.

A strategy is as good as its implementability. Care should be taken to ensure that there are appropriate and effective institutional and structural mechanisms in place to maximise implementation. The local municipality, as major role player, will ensure that all stakeholders ensure the successful implementation of the Provincial Human Resource Development Strategy.

DEPARTMENT OF LABOUR  
DEPARTMENT OF EDUCATION  
NATIONAL HRD STRATEGY  
NATIONAL SKILLS AUTHORITY

NATIONAL SKILLS DEVELOPMENT STRATEGY  
NQF  
SAQA  
SECTORAL SKILLS PLAN  
SETA'S  
NORTHERN CAPE EDUCATION DEPARTMENT  
PROVINCIAL DOL  
PROVINCIAL SKILLS DEVELOPMENT FORUM  
- SETA's -  
- Learnerships and skills programmes  
- Funding  
- Planning for skills development  
- Social skills development  
- Provincial skills plan  
- New funding incentives  
  
LINE DEPARTMENT  
IMPLEMENTING  
AGENTS

In conclusion this document seeks to outline the basis for an aligned framework with the Northern Cape Province's HRD strategy.

### **7.3 SMALL MEDIUM AND MICRO ENTERPRISE DEVELOPMENT (SMME) STRATEGY**

#### **7.3.1 ACRONYMS**

BDS	-	Business Development Services
BEE	-	Black Economic Empowerment
CBNRM	-	Community Based Natural Resource Management
CPA	-	Community Property Association
CPPP	-	Community-Public-Private-Partnerships
CSIR	-	Council for Scientific and Industrial Research
DBSA	-	Development Bank of Southern Africa
DFEA	-	Department of Finance and Economic Affairs
DfID	-	UK Department for International Development
DPLGH	-	Department of Local Government and Housing
DTI	-	Department of Trade and Industry
GDP	-	Gross Domestic Product
GEAR	-	Growth, Employment and Redistribution Strategy
IDP	-	Integrated Development Plan
IGA	-	Income Generating Activities
ISRDS	-	Integrated Sustainable Rural Development Strategy
LED	-	Local Economic Development
MDA	-	Market Development Approach
M&E	-	Monitoring and Evaluation
NAMAC	-	National Manufacturing and Advisory Centre
NC	-	Northern Cape
NCPGDS	-	Northern Cape Growth and Development Strategy
NGO	-	Non-Government Organisation
PDI	-	Previously Disadvantaged Individual
PPP	-	Public Private Partnership
PSBC	-	Provincial Small Business Council
RDP	-	Reconstruction and Development Programme
SBS	-	Subsector / Business Services

SE	-	Small Enterprise
SMME	-	Small, Medium and Micro Enterprise
SMMEDS	-	Small, Medium and Micro Enterprise



### **7.3.2 Development Strategy**

#### **Local Government Framework**

The local government framework for SMME support can best be described by examining the concept of Local Economic Development (LED).

#### **Local Economic Development**

Definition of LED: Local Economic Development is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community.

- The LED Process: LED invites local government, the private sector, NGO's and the local community to work together to improve the economy. It often focuses on enhancing competitiveness, and increasing growth; and also on redistributing that growth through the creation of SMMEs; and through job creation.
- LED encompasses many different disciplines, such as planning, economics and marketing. It also encompasses many local government functions, including planning, infrastructure provision, real estate and finance.
- The practice of LED can be undertaken on many different scales: A local Government often pursues LED strategies for the entire area. Individual communities and individual areas and segments of communities (such as the Disabled, Youth or Women) within a local government's jurisdiction can also pursue LED strategies to uplift communities. These are generally much more successful if pursued jointly. In essence, LED is about communities continually upgrading business, environments to improve their competitiveness, retain jobs, and improve incomes.

Communities respond to LED needs in many ways. There are a wide variety of LED initiatives including:

- Ensuring the local business environment is conducive to major businesses and sectors in the area.
- Supporting SMMEs
- Encouraging New Enterprises
- Attracting investment from elsewhere (both domestic and international).
- Investing in physical (hard) infrastructure.
- Investing in Soft infrastructure (including human resources development, institutional support systems and regulatory issues)
- Supporting the growth of particular clusters of businesses.
- Spatial targeting (particular parts of the area) supporting survivalist businesses (informal).
- Targeting certain disadvantaged groups.

### **7.3.3 Organising LED Strategic Planning:**

Ideally the development of a LED Strategy should form part of a broader strategy, such as the IDP for a region, city town or rural area. Sound strategic planning ensures that priority issues are addressed and scarce resources are effectively utilised. This consists of the following 5 steps:

#### **Step 1: Organising the effort**

A community begins the LED strategy planning process by first identifying people, public institutions, businesses, community organizations and other groups with vested interests in the local economy. This is often led by local government, usually its Mayor or Municipal Manager. The skills and resources that each of the stakeholders bring to the strategy process provide a critical foundation for success. The identification of stakeholders assumes some basic knowledge of how the economy works in the area. Secondly working groups and steering committees should be established to ensure formal structures are in place to support LED strategy development and implementation.

#### **Step 2: Conducting the competitive assessment**

Each community has a unique set of local attributes that advance or hinder LED. This includes its economic make-up, its human resources capacity to carry out economic development, as well as how 'friendly' the local government's business environment is for economic activities. The aim of the competitive assessment is to identify the community's strengths and weaknesses, including its human resource capacity and the local government's 'friendliness' to all types of businesses from corporate to informal survivalists; and to identify the opportunities and threats to the local economy. The goal of the assessment is to create an economic profile of the community that highlights its economic development capacity. Also important is to develop comparative information on the competitive position of neighbouring communities and other regional, national and international competitors.

#### **Step 3: Developing the LED strategy**

The LED strategy includes the development of a shared economic vision for the community and determination of goals, objectives, programmes, projects and action plans. This process ensures that all stakeholders are aware of what is to be achieved, how it is to be achieved, who will be responsible and the time frames associated with the implementation of the strategy. It (LED Strategy and action plans) has to be assessed against the human resources capacity to carry these out taking into account the budgetary constraints.

#### **Step 4: Implementing the LED strategy**

Implementation is driven by action plans. Ongoing monitoring is provided through formal structures and evaluation of specific project outcomes. This ensures that the LED strategy continues to lead to the achievement of the LED vision, goals and objectives.

#### **Step 5: Reviewing the LED strategy**

Good monitoring and evaluation techniques help to quantify outcomes, justify expenditures, determine enhancements and adjustments and develop good practices. This information also contributes to the review of the total strategy. The LED strategy should be reviewed at least annually to ensure that the overall strategy remains relevant. It may be that conditions have changed or that initial assessment of the local conditions

was incorrect. The LED strategy should continuously evolve to respond to an ever changing competitive environment.

DTI is of the opinion that the lagging SMME sector is mainly due to the short history of an available policy framework for SMME development. The support approach used for the past ten years was a broad-brush stroke – treating all business as homogenous. There is now a realisation that there are several other policy areas in need of proper definition, especially relating to national, provincial and municipal roles. Furthermore, most of the SMME support institutions were all supply driven, which have overwhelmed entrepreneurs instead of meeting their needs. The obvious problem of access to finance and collateral, a result of historical imbalances, has impeded the number of start-ups and growth of existing businesses. Globalisation has also had a major negative impact on an emerging market such as South Africa, which causes small business to become more vulnerable in an already uncertain climate.

DTI has stated unambiguously that its objective is to increase the number of new businesses and decrease the number of business failures. There is also a need for the growth of existing businesses.

However DTI is a coordinating body with a specific role to create the right environment for SMMEs to thrive in. Other institutions are responsible for direct support. DTI aims to achieve its objective through the following strategies:

Creating solid partnerships with the private sector to lead to a greater number of Public-Private Partnerships (PPPs) and to establish greater involvement and co-ordination with business chambers. To include entrepreneurship in the school curriculum so that young children are taught the value and basic skills of business at an early age. This is aimed at turning out “job creators” instead of “job seekers”. Becoming more research orientated – firstly to discover what precisely is the enabling environment needed for thriving businesses. Secondly, research that produces credible statistical information about SMMEs – number of viable businesses, their contribution to GDP and the number of jobs sustained by them and streamlining the regulatory framework. Legislation that does not render an enabling environment for a thriving SMME culture must be changed, as well as appreciating the culture of entrepreneurship through additional rewards and awards.

Focusing on improving technical and business skills and rationalising the available support structures such as the merger of Ntsika and Namac. Possibly creating more support centres to decentralise SME support.

Nurturing innovation and incubating successful technology based enterprises through the Godisa Programme.

Creating new structures, such as the Apex fund, to provide access to funding for micro enterprises.

In summary the DTI has adopted a holistic approach which seeks to stimulate the right environment but leaves the actual delivery of SMME support services over to institutions closer to the target group. It is believed that such proximity will ensure a demand led and therefore much more focused approach. The individual needs of aspirant entrepreneurs are unique. DTI can only address the macro environment. It is up to local structures and specific small business support institutions to focus on actual needs.

### **7.3.4 Contemporary Discourse on SMME Support**

It is important to understand and analyse the background and prospects of BDS to inform thinking when designing an SMME Development Strategy for the Northern Cape Province.

The Guiding Principles for Donor Intervention in Business Development Services for Small Enterprises defines BDS as services that improve the performance of the enterprise, its access to markets and its ability to compete. BDS were formerly known as 'non-financial' services and comprised a narrow range of services such as training and consultancy that focused on internal constraints. More recently, with changes in operating environments, greater access to information and a higher degree of emphasis by governments on promoting private sector growth, BDS have come to include a wider range of services, especially those that address external constraints, such as policy reform and infrastructure, marketing and information services. The International Labour Organization's SEEP Guide to Business Development Services identifies seven BDS categories, each comprising a range of services:

- Market access
- Input supply
- Technology and market development
- Training and technical assistance
- Infrastructure
- Policy/advocacy
- Alternative financing mechanisms.[4]

A distinction is sometimes made between operational and strategic services: operational being those needed for day-to-day operations, such as banking, accounting, tax services, distribution and compliance with regulations, while strategic services are those used by enterprises to improve the performance of the enterprise, its access to markets and its ability to compete. As the offerings by 'operational' suppliers become more sophisticated, with the emergence of value chains, improved financial approaches and e-business systems suitable for almost any enterprise, this distinction is rapidly becoming blurred.

For example the supply of telecommunications services would formerly not have been considered a business development service. Now, with the low cost and accessibility of cell 'phones, many small entrepreneurs have created good businesses by providing communication services in areas not served by landlines, to those who cannot afford a regular service. Recent trends and developments in BDS include:

### **7.3.5 Market Development Approach (MDA)**

This approach proposes that for Business Development Service (BDS) providers to be efficient and sustainable in the SMME sector, free functioning market mechanisms governed by the forces of supply and demand must be allowed and / or encouraged to develop. (International DfID seminar on SMME support 2001)

Instead of focusing on the actual provision of BDS (be it through direct provision or subsidising providers), interventions should rather be aimed at developing the markets for BDS and addressing market constraints.

What this means for business development agencies is that the key task is to create and develop an environment that is conducive to private sector development. This in turn should lead to an environment encouraging the supply of business services. The market for business services would grow only if private sector (small) businesses are geared for growth. In other words small businesses need answers to basic questions such as; how can the business operations be more productive? How can new markets be discovered? Where can one find new and good customers? – These are basic business questions that can only be raised in a favourable business climate.

Instead of creating dependency relationships and promoting the “hand-out” syndrome, the MDA - treats small business as benefiting from the right kind of service in the right way, as any other business would.

### **7.3.6 Conventional BDS approach Market Development Approach**

#### **Responsibility for BDS**

Small businesses are beneficiaries of support provided by governments and NGOs. BDS is perceived as a public good that is primarily the responsibility of the state. Small businesses are treated like any other business – as discerning customers. The private sector is seen as the service provider and BDS are financed on a transactional basis.

#### **What is considered as BDS?**

Services and goods that are believed to be beneficial to small businesses. A broad range of services available on demand. Services are provided by a supplier for a fee, i.e. legal, advertising, telecommunications etc. Services are also provided through the supply chain – “embedded services” i.e. knowledge and information embedded within a commercial relationship

Who are the BDS providers?

BDS providers are government owned or sponsored and non-profit agencies. BDS providers are profit-oriented private sector agencies and other sources including information networks and business associations

Objectives of development intervention

The reason for the agency’s existence is to deliver services to SMMEs. Its objective is to try to create a market that works. Donor-sponsored organisations should focus on facilitation – stimulate others to do things. They are temporary players, tasked to develop instead of distorting the market!

Overall approach

Implicit assumption of a continued subsidy – BDS to be provided indefinitely in some unspecified way, interventions are finite, focused and facilitative – it is either developing markets or addressing market constraints

On the whole an understanding of the markets helps determine the constraints that need to be overcome to get the markets to work properly. In approaching problems the traditional way one might say, “A business has a problem, let’s try and fix it”. The MDA says, “The business has a problem, why is the market not providing solutions to the problem? Let’s try to fix the market.”

### **7.3.7 The Subsector / Business Services (SBS) Approach**

Targeted at donors and practitioners involved in SE development, the SBS approach consists of eight steps. Although practitioners have used elements of the SBS approach in the past, systematic application of all of these steps in a comprehensive manner is relatively new.

Step 1: Subsector Selection – choose a subsector with the greatest potential for growth in SE income and employment.

Step 2: Subsector Analysis – gain a greater understanding of the operating context for SEs and intelligence on the market players, their roles, and interrelationships.

Step 3: Identification of Constraints and Opportunities – determine key issues hindering SE growth and competitiveness in the subsector.

Step 4: Identification of Business Services – determine which business services can best address the constraints identified in Step 3.

Step 5: Selection of Business Services – target specific business service(s) for more in-depth analysis.

Step 6: Assessment of Business Services – understand constraints to the sustainable supply/demand of the targeted business service(s).

Step 7: Identification of Facilitation Activities – determine facilitation activities that address the constraints of the business service(s).

Step 8: Selection of Facilitation Activities – choose the most appropriate facilitation activities to implement.

The SBS approach to business service program design is an attempt to provide practical tools to link subsector analysis with the development of sustainable business services. Bridging these two aspects of SE development can result in programs that address subsector constraints and opportunities in a sustainable fashion, thereby providing long-term benefit to SEs.

Many elements of the SBS approach are not new and have been used by practitioners in the past. The SBS approach provides a systematic process by applying some of the better SE development tools and methodologies. The ultimate objective is to identify, assess, and strengthen commercial business relationships and services which will result in increased SE profitability and competitiveness.

The outcome should be that the link between demand and supply is made, leading to increased transaction flows of services. The newly adopted approach is not, in marketing terms, ‘new’ – it is just the approach in the BDS sector that is new.

### **7.3.8 Small Business Myth**

In an article in the Mail & Guardian titled “A myth that’s cost us millions” Barrie Terblanche (2002) contends that South Africa is not a friendly environment for small business for a number of reasons. The most important of these is the stubborn myth that small business equals informal business.

According to Terblanche everyone seems to have caught on that small business is the answer to high levels of unemployment and therefore everyone wants to contribute. But for civil servants, corporate buyers, politicians, teachers, unions, social workers and community activists the words “small business” conjure up an image of somebody sitting on a pavement selling vegetables. “This mistake has cost us millions of Rands in failed projects”, Terblanche argues.

The Small Business-Enabling Act of 1995 defines small businesses as those with fewer than 50 employees. “Imagine a factory with 45 workers turning over millions of Rands a month – that is a small business!”

The small business development fraternity has now realised that the two groups – informal survivalists on the one hand and formal small businesses on the other – are vastly different.

Survivalists generally do not employ people. They jump at the first opportunity of formal employment – which is not surprising as the survivalist arena is cruel. They very rarely grow and become formal businesses. However, it is crucial to help them, as informal trade saves people from starvation.

On the other side of the spectrum are formal small businesses, whose owners are highly skilled, experienced and employable. Nearly all of them have once been employed by someone else. Research shows they regard their former work experience as their most important training ground. In general these “formal small businesses” have a much better likelihood for creating employment and long-term survival and growth.

Recent debates are showing a growing awareness of the myth. Public discussions are making clear distinctions between support for micro- and small business. But the Department of Trade & Industry (DTI) continues to stop short of acknowledging that support for survivalists is poverty relief and should therefore become the responsibility of other departments such as Welfare, Education and Labour.

Separating “micro” and “small” is politically risky. Already the Department of Trade & Industry is being criticised for being “elitist” by focusing too much on formal business. Their challenge is to convince the unemployed that the “haves” have to be supported in order to benefit the poor.

Table 4: Formal Small Businesses vs. Informal Survivalists

Marketing Approach

Business established to address a specific and verified need in the market place. Searching to engage in an income generating opportunity

Skills Levels

Highly educated, skilled, experienced and employable. Previously employed in the formal / corporate sector where most of their business experience has been gained and opportunities in the market place identified.

Generally low education levels. Poorly skilled with no business experience. Will immediately take on any employment opportunity when presented.

BDS required

Access to markets, general business consulting services, banking, information on products and manufacturing, etc. Access to finance, business opportunities, business planning, business - management and technical skills training, etc.

Most successful support strategy

Market Development Approach. Mentorship relationships and opportunities to acquire skills in a structured environment. Experimental learning and skills acquisition responsive to individual needs. Marketing networks and initiatives to secure stable product demand.

Although Black Economic Empowerment (BEE) does not equate to small business development, it is perceived to continue discriminating against informal survivalists. Most beneficiaries in respect of BEE activities are from the formal business sector. This exacerbates the negative perception that government's small business support programmes are elitist because it benefits only the "haves". Those described as the "have-nots" do not participate in BEE, as they do not have the basic skills, experience and collateral to access these opportunities. The national strategy for small business development acknowledges the important role of the first economy in job creation. But public opinion has, in recent times, compelled business development activities to incorporate the survivalist category, or in other words, to adopt a broad based approach.

### **7.3.9 Sustainability vs Participation**

The concepts of sustainability and participation are often seen as opposing forces. In other words widespread participation is normally associated with interference and therefore a threat to sustainability. On the other hand sustainability is mostly considered in financial terms, which will suffer if too many viewpoints have to be consulted before a decision is taken.

In the context of development there is a tendency to use terms like Participation and Sustainability liberally and rather loosely. The Northern Cape small business review has revealed many failed programmes due to a one sided emphasis on participation. For example the (Agriculture – Paprika project description needed). Unfortunately the process became embroiled in power struggles and politics. One of the main reasons for this failure, according to analysts, is the negative impact of political contestation on local economic development – the local power struggles related to accessing opportunities.

It is evident that participation does not ensure sustainability and sustainability does not necessarily mean that there is participation. However in an ideal situation participation and sustainability, although separate concepts, reinforce each other and are mutually interdependent. It is generally observed that the levels of participation and sustainability in any programme context vary with each stage of the programme. It is therefore logical to view participation and sustainability separately as they aim to achieve / create ideal situations. In attempting to understand their impact on development, it is necessary to clarify these concepts independently and then jointly, to reflect on how programmes are shaped by these interrelated components.

#### *Participation*

Participation is defined as organised efforts to increase control over resources and regulative institutions in given social situations, on the part of groups and movements of those hitherto excluded from such control. It emphasises certain terms like organised efforts, power to control and institutions in a social situation that are associated with the concept of participation.



Participation, by its nature, is a process of empowerment, which tries to create a society in which power and resource distribution occur within a democratic institutional framework. This empowerment progression is continuous and ultimately leads to the formation of a society based on ideal values, including democratic decision-making, efficiency and equity in terms of power and resource distribution. The nature of participation may change in different situations depending on the socio-economic and cultural aspects of society.

From the above, the main parameters associated with participation are deduced as: participants, empowerment, equity, capacity building, sense of ownership and institutional development.

#### *Sustainability*

Sustainability is defined as simply a state of self-reliance.

However, to understand sustainability against the background of programme development the first question to be asked is what kind of sustainability? Within this context it is not meant as self-dependence. In most systems there is always an element of dependence on external factors. Self-reliance however implies power to negotiate with outsiders on terms and conditions, which are not exploitative but beneficial to both parties. In other words the essence of sustainability is when empowered participants are capable of establishing symbiotic relationships with external systems.

The second question is, sustainability of what? Since the process of participation is dynamic, sustainability of the process alone does not necessarily lead to development. Therefore the prime concern is the sustainability of the systems developed during the programme period and the impact of the intervention. Of these two parameters the sustainability of impact is the most important.

The third and last question is, sustainability for what? Sustainable benefits of programmes are essential for propelling development forward. With skills and experience gained during the process, there is a possibility that participants would start thinking and planning ahead for further development. Therefore the sustainability of systems and institutional arrangements are critical.

Equitable distribution of benefits forms an integral part of the systems and institution.

Therefore the main parameters associated with sustainability are: Technical sustainability, financial sustainability, political sustainability, sustained benefits from programme interventions and environmental sustainability. These parameters can be directly correlated with the parameters of participation to form a Participation / Sustainability matrix containing the parameters of participation and sustainability in columns and rows respectively.

To understand the interplay between participation and sustainability, programme initiators and stakeholders should rank each parameter of participation against each parameter of sustainability individually. For example to achieve technical sustainability capacity building of the participant is most important; financial sustainability requires focusing on institutional development, etc. For this reason, it is important to use the sustainability matrix to assess public and business participation.

Table 5: Participation/ Sustainability Matrix

Participation  
Sustainability Participants Empowerment Equity Capacity  
Building Ownership Institutional Development  
Technical

Financial  
Political  
Benefits  
Environment

#### *Public and Business Participation*

Levels of participation generally correspond with stakeholder investment. Ranging from passive (being informed) through consultative (by considering views, opinions and recommendations of stakeholders) to interactive participation (collaborative decision-making) these different intensities of involvement generally correspond with different levels of impact which decisions might have on stakeholders.

It is therefore suggested that these different participation scenarios must be examined to ensure that stakeholder involvement is concomitant with stakeholder investment. In addition different participatory vehicles should be utilised to cater for different types of sustainability.

#### **7.3.10 A different approach**

Unemployment is reaching catastrophic levels, especially in the poorest provinces of South Africa. Rural areas in the Northern Cape are experiencing up to 90% unemployment. The reigning view on how to escape from poverty within these impoverished communities is to find employment in the formal sector. As a result, an exodus from the rural regions is causing poverty to be exported to informal settlements in the immediate vicinity of all major towns and cities across South Africa. According to Lahif and Rugege (2002) the displacement of chronic poverty and landlessness from the former homelands and commercial farms to the towns and cities has not provided a solution, but rather has created new and equally intractable problems in the urban areas. Formal small businesses cannot absorb the oversupply of unskilled labour. In fact formal sector employment opportunities are expected to continue to drop as a result of changes in the global economy and reigning economic policies.

A dire need exists to transfer entrepreneurial skills to informal survivalists to stimulate job creation from within the ranks of the poor.

Historically two disconnected and parallel economies have existed in South Africa, characterised by an ever-widening economic gap. There are the entrepreneurs engaged in formal business who are fully equipped to understand and engage the mechanisms of the market. And there are the survivalists who have had no access to markets and are thus ill equipped to establish employment-creating opportunities within their localities.

Creative solutions are urgently required to bridge this skills gap, since firsthand experience has shown how ineffective supplying subsidised services can be. Regrettably expecting sophisticated MDA principles to be embraced by impoverished survivalists would be equally futile. A new approach may be needed to harness the skills and experience of formal small business while engaging survivalists in opportunities that enable them to acquire the skills to effectively engage in the market themselves.

#### **7.3.11 Mutual Enterprise Model**

The Mutual Enterprise Model has been conceptualised to accommodate the educational and skills levels and limited access to assets of poor communities, while simultaneously providing the required support for enterprises to successfully compete in the open market.

The model is based on the principles of co-operative free enterprise as espoused by the Mondragón Corporación Cooperativa. Established in the 1950's as a counter measure to poverty, unemployment and bleak economic prospects, the Mondragón Co-operative in the North of Spain has been having a profound effect on the erstwhile-impoverished Mondragón community, which has gradually evolved into a modern day thriving global corporation. Today, nearly half a century after the creation of the first co-operative, the Mondragón Co-operative Corporation is, in terms of sales volume and number of workers, the largest business corporation in the Basque Country, and the eighth largest in Spain.[5]

It is important to note that the original Rochdale principles of cooperation have always been vigorously applied in the Mondragon strategy. These consist of open membership, democratic control; distribution of surplus in proportion to trade, payment of limited interest on capital, political and religious neutrality, cash trading and promotion of education.

Regrettably in South Africa, numerous failures of organisations operating under the pretence of subscribing to cooperative principles have resulted in the common misconception that cooperatives are socialist institutions failing to differentiate between individual contributions. On closer inspection it would seem that most of these unsuccessful efforts under the guise of cooperation, have hardly subscribed to the basic cooperative principles let alone understood the context thereof.

The Mondragón experience is an example of how powerful cooperation is as a vehicle to gradually build both equity and capacity from within destitute communities. However, it is an organic and evolutionary process and cannot be applied to deliver so called "fast track" solutions.

In addition the cooperative business environment has to deal with added complexities such as balancing between apparently paradoxical features of cooperative business including:

- Efficiency and democracy
- Economic and social concerns
- Equality and hierarchical organisation
- Private interests (of staff and the different companies) and the general co-operative interest
- Identification with the co-operative model and cooperation with other business models

It is generally believed that through having had to continuously address these and other challenges normally absent in the alternative business model, the Mondragón experience resulted in the acquisition of valuable innovative capacity that equipped it to successfully engage in the global marketplace.

Over time with the proliferation of cooperatives as part of the overall Mondragón movement the principles have slightly adjusted but essentially stayed the same. The principles are now known as:

- Open admission instead of open membership
- Democratic organisation instead of democratic control
- Sovereignty of labour instead of distribution of surplus in proportion to trade
- Instrumental and sub-ordinate nature of capital instead of payment of limited interest on capital
- Participatory management
- Social transformation
- Universality instead of political and religious neutrality
- Payment solidarity instead of cash trading
- Education instead of promotion of education

Informal and rural enterprises generally operate in fragmented markets and have to compete with highly sophisticated and well-organised counterparts from formal and urban areas. As a result most survivalist businesses are tenuous except where they are linked within a distribution network to the formal sector. This is probably the reason why trade (especially in alcoholic beverages) is one of the only sectors considered viable in informal and rural settings.

It is evident that a different approach is required for informal and rural businesses to survive and grow and consequently to produce sustainable jobs. Enterprises must be enabled to work together while valuing healthy competition. As mutual or co-operative action is compatible with the overriding value system of Ubuntu it should be the appropriate strategy to organise informal and rural initiatives towards building local economies. In addition, co-operative businesses allow the unemployed exposure to disciplined business environments allowing them to gradually acquire skills and experiences that were previously inaccessible.

### **7.3.12 Summary and Conclusions**

Creative solutions are desperately needed to successfully engage the Northern Cape's large number of unemployed in sustainable economic activities. The structural barriers faced are so acute that conventional business development strategies have, to date, proved to be ineffective. In reviewing BDS trends and developments worldwide, it becomes evident that the unique South African situation requires unique South African solutions.

For too long the small business development approach has been intellectually driven. Quick fix solutions based on sophisticated principles have been expected to address complex structural problems. Not only is the target group lacking capacity, the support structures charged to provide BDS are themselves in need of intensive support.

The following key issues need to be considered in the design of a new SMMEDS for the Northern Cape Province:

- A market led approach to ensure that support activities are focussed on practical needs towards getting the market to work properly.
- The prevailing "hand-out" syndrome must to be counteracted by engendering an internal locus of control value system.
- Pursue opportunities available through focussing on product markets over and above **business** service prospects.
- Differentiate between survivalists and the formal small business sector.
- Integrate the perceived opposing forces of sustainability and participation.
- Distinguish political organisations from business operations.
- Based on the principles of Ubuntu instead of competition.

### **7.3.13 Proposal: An Integrated and Segmented Approach to SMME Development**

#### **7.3.13.1 Overview**

To ensure a balanced approach between supplying inputs, on the one hand, and facilitating the market, on the other, an independent support framework should be established based on a combination of co-operative and free enterprise principles. The support framework would initially be subsidised up to an agreed point when it has reached a position of sustainability. This would mean that participating SMMEs are not only paying for services but contribute to the framework's running costs with each product sold. The

support framework is also known as the Hub-and-Spoke structure (Hub being the centralised framework and Spokes the participating small businesses) and enables the harnessing of the positive aspects of commercialisation without the destructive elements of exploitation. To embed the principles of co-operation, the Hub will have an equity stake in the participating Spokes network and vice versa. Consequently the relationship between the central Hub and independent Spokes will be symbiotic; i.e. commercial success of the Spokes and an expanding Spoke network would mean sustainability and growth for the Hub.

Objectives and characteristics of the Central Hub:

- Establish a network of production / retail or services partners (Spokes)
- Conduct market assessment and research
- Provide product development and design inputs
- Identify and / or establish service providers to assist Spokes or participating businesses.
- Alternatively set up private sector partnerships with production groups including exit strategy agreements as and when targets are achieved.
- Capacity building of service providers (Using Setas and learnerships where appropriate)
- Establish, maintain and grow national and export marketing networks and opportunities
- Identify opportunities for expanding the local market
- Provide market information to production Spokes
- Establish formal agreements with Spokes similar to franchising principles
- Design and maintain M&E system to measure impact and proactively identify and solve potential problems

Considering the principles mentioned under paragraph 4.2.7, the process design should also consider the following:

- To differentiate between survivalist / informal businesses on the one hand and formal small businesses on the other, a separate strategy for each category is needed. It is suggested that development and support of the formal business category should be accommodated within the rollout of the reviewed national strategy.
- Development and support of survivalist or informal businesses should be rationalised through adopting the mutual enterprise / Hub-and-Spokes model. This will facilitate the organisation of the informal / survivalist sector towards accessing markets and consolidating resources such as assets, capacity, inputs, etc.
- Establishment of an endowment funding facility to support the building of central or sectoral hubs and financing satellite opportunities on a sustainable basis.
- Co-ordinating available capacity building facilities such as the Sector Education and Training Authorities to address specific skills needs.
- Establishment of a provincial small business representative body to lobby on behalf of its members in terms of legislation, support and overall co-ordination, and provide a monitoring and evaluation (M&E) function.

In summary, two approaches are needed; one for formal small businesses and the other for addressing the needs of the emerging informal or survivalist sector. The latter will be the focus of this proposal as the needs of the formal sector can be sufficiently attended to through the MDA. In addition two distinct and formal types of support institutions are needed to differentiate between political or participation and business or sustainability issues. One to ensure wider participation and representation, and the other to facilitate a

systematic business approach focusing on sustained benefits for investors. This organisational arrangement is illustrated in figure 1 below.

#### **7.3.13.2 The Mutual Enterprise or Hub-and-Spokes model for SMME development**

The underlying principle on which the model is based recognises the value of the co-operative business methodology. In this business model ownership is defined by the individual enterprise's contribution to ultimately result in cooperative ownership. The model subscribes to the principle of being driven by the needs of the participating individual enterprises.

The operational process consists of a central Hub co-operative business, which provides business / management services at a fee or commission to its participating spokes or independent small businesses grouped together to benefit from consolidated efforts. As mentioned, this implies a symbiotic relationship, as the success of the spokes is a prerequisite for the Hub's success, and vice versa.

It is further characterised by cost efficiencies resulting from economies of scale. This involves shared capital and operating expenditures supporting collective inputs, collective processing as well as collective outputs for marketing purposes:

- Collective inputs: Considering the basic needs of communities from which survivalists hail, a number of sustainable business opportunities are available. Outsiders generally service these needs because community members neither have the wherewithal nor the capital to do so. Centralised initiatives could co-ordinate and build on available resources to exploit these opportunities. This implies that the opportunities require similar inputs to take it from the idea stage to the market. Business development inputs identified in the research include business management, access to finance, entrepreneurship and technical skills training; general and financial administrative support; infrastructure, tools and equipment; as well as transport. Centralising these services enables the individual enterprises to focus on core business aspects and through economies of scale achieve sustainability of opportunities previously rated as not viable.
- Processing: The technical, technological and other resource requirements to make the production process viable for these enterprises are generally out of reach, unless they are subsidised. The collective investment approach inherent in this model again, enables individual entrepreneurs to pool their resources. This reduces the production cost per unit and makes the enterprises competitive.
- Outputs: Most rural individual enterprises are unable to successfully access regional, national and international markets as a result of limited marketing capacity – marketing know-how and networks. In general such enterprises are pre-occupied with production to the exclusion of marketing activities.

The streamlining of the marketing function allows for setting up a dedicated marketing capacity to meet the needs of the individual enterprises.

Furthermore, this model comprises of the following major components:

#### **7.3.13.3 Structure**

The structure consists of three distinct levels interacting on the basis of a hub-and-spoke model. The distinct structures are the individual enterprise (spokes), the district or sector cooperative (hub)[6] consisting of 5 areas vide Frances Baard, Kgalagadi, Namaqua, Bo Karoo and Siyanda, and one provincial cooperative (central hub).

- The individual enterprise:

The district or sector-focused cooperative assists potential entrepreneurs in the establishment of an identified enterprise in terms of the development of a business plan, accessing finance and formalising the relationship between the entrepreneurs and the district or sector cooperative.

- District / Sector cooperative:

The district cooperative is established as an independent entity, co-existing with the district municipality focusing on the economic development of local communities. The district cooperative is mutually owned by a finite number of community shareholders and managed by appointed members. As a separate business entity it allows for focusing on commercial challenges without it being clouded by community matters. The main objective of the co-operative is to create and sustain viable businesses through which its members can be employed and trained in business and technical skills.

The conflicting demands of participation and sustainability are consequently separated and catered for in the two different organisations. However, each structure would still be faced with individual challenges concerning their internal interdependent aspects of participation and sustainability.

- Provincial cooperative:

The provincial cooperative provides coordination and support to the district cooperatives focusing particularly on financing, accessing national and international markets and processing of district products. Other responsibilities include general research, information dissemination, negotiating with potential private sector investors, etc.

#### **7.3.13.4 Operations**

The operational design of the model is geared towards providing efficient and quality support to individual enterprises. The best way to illustrate this is by way of the following example:

In the instance of a number of beekeeping enterprises operating as a collective, the capital expenditures could be divided between the participating businesses for equipment that can be shared on a rotational or reservation basis, such as transport, a centrifuge for honey extraction, etc. More importantly, the co-operative approach allows for centralising the processing (extracting), packaging, marketing and sales logistics of the products. These activities offer opportunities for the district Hubs to generate income towards sustainability. At the Provincial Hub level the focus would be on packaging and marketing products for national markets and ultimately international exports. The beekeepers are thus permitted to focus on their beekeeping operations instead of their attention being diverted to other equally important business issues.

Small business support is integrated in the operational design of the supporting organisation. Therefore the existence of symbiotic relationships – if the individual producers are not successful, the livelihood of the Hub will be at stake.

### **7.3.13.5 Finance**

There are two approaches in financing the model. In the first instance, to get the process off the ground, it is suggested that an endowment fund be set up for each District Hub as well as for the Provincial Hub. For example if an amount of say R10 million is invested to generate 10% return per annum, then R1 million per annum becomes available for initial support until self-sustainability can be achieved.

To overcome the problem of individual access to finance, the potential for establishing a community loan-financing scheme should be investigated. The District Hub can facilitate and manage a Credit Union scheme for its members who are committed by contributing to the capital of the loan fund. Members will have access to the loan fund, share in the profits and participate in the investment decision-making processes. Potential entrepreneurs apply to the Credit Union with assistance from the District Hub. The repayment of the loans is made from revenues generated by successful entrepreneurs.

In addition, a development loan fund should finance the mutual enterprise support approach until it becomes sustainable. Preliminary financial projections show that the support framework could reach sustainability within thirty months.

### **7.3.13.6 Monitoring and Evaluation**

The monitoring and evaluation design is to be informed by the unit of analysis that requires assessment. The unit of analysis in the proposed approach is at the enterprise, district Hub as well as the Provincial Hub levels. Each level requires a set of indicators and specific methodologies for generating the information that provide such indicators within the functioning of the Lobby Structure.

### **7.3.13.7 In Conclusion**

The proposed approach is aimed at bridging the need for the MDA to accommodate the specific constraints, which lagging communities experience attempting to engage with the market. The table below provides a summarized overview of the two methodologies and how the mutual enterprise model incubates and supports informal survivalist enterprises to achieve independent commercial status similar to those of competing sustainable formal small businesses.

Market Development Approach  
Mutual Enterprise Model

#### **1. Responsibility for BDS**

Small businesses are treated like any other business – as discerning customers. The private sector is seen as the service provider and BDS are financed on a transactional basis. The spokes are the lifeblood of the Hub. If they do not become commercially viable they will not be able to pay for services – therefore an added responsibility rests on the Hub over-and-above normal business transactions between parties

#### **2. What is considered as BDS?**

A broad range of services available on demand. Services are provided by a supplier for a fee, i.e. legal, advertising, telecommunications etc. Services are also provided through the supply chain – “embedded services” i.e. knowledge and information embedded within a commercial relationship.



The Hub will provide marketing, product development, finance, skills training and any other necessary business service to Spokes at mutually agreed fees, royalty payments, mark-ups and sharing in profits.

3. Who are the BDS providers

BDS providers are profit-oriented private sector agencies and other sources including information networks and business associations

The Hub has an organised “captive market” for its services that cannot survive if not paid for, or if unproductive

4. Objectives of development intervention

Objective is to try and create a market that works. Donor-sponsored organisations should focus on facilitation – stimulate others to do things. They are temporary players, tasked to develop instead of distorting the market!

The objective is to enable Spokes to produce marketable products, which in turn can generate adequate revenue to pay for services and earn profits. In short a market that works!

5. Overall approach

Interventions are finite, focused and facilitative – developing markets or addressing market constraints

Once sustainability has been achieved focus shifts to new / additional opportunities.

It should be noted that the implementation of the mutual enterprise model would be impacted on by two significant factors. Firstly, mechanisms need to be built into the model to ensure that political aspirations are separated from the enterprise development activities. The separation between Municipalities and the Hub cooperatives contributes to the separation but may not necessarily guarantee it.

Secondly, the model is highly dependent on local communities buying into the proposed approach. Preliminary discussions with the target group indicate a willingness to favourably consider such an approach.

Ultimately, the approach adopted needs to ensure that communities are empowered through the sustainable use of available provincial resources. This involves building the social, capital and infrastructural assets of the targeted communities. The mutual enterprise model is designed to build on and not undermine the socio-economic conditions of the participating communities.

#### **7.3.14 Implementation Action Plan**

Before discussing implementation, a description of a possible pilot implementation scenario is needed to illustrate the scope and implications of the proposed strategy.

It is envisaged that each District Municipality will support a central Hub with Spokes or satellite co-operatives at each Local Municipality. Spokes at the local municipal level become the Hub or organising co-operative for each municipality. These can be further segmented to operate within a specific sector or sub-sector dependent on its unique situation or available economic opportunities.

Table 6: Implementation Action Plan

### Key Area Activity Responsibility Date Output

Awareness- Once a strategy has been adopted, run series of workshops with district and local municipalities to explain the co-operative model.

- Run Strategic planning workshop
- Publicise results SMME Desk and DPLGH Once aware-ness phase completed- Detailed implementation plan document
- Brochure explaining process Capacity Building
- Finalise co-operative model
- Design intensive training programme
- Identify champions
- Run training workshops SMME Desk 6 months duration- Vision entrenched
- Co-op awareness
- Technical skills
- Pilot Implementation
- Select site
- Plan implementation
- Set up Hub-and-Spokes structure SMME Desk - Lessons learned
- Implementation manual
- Policies and rules
- Design implementation plan
- Project management SMME Desk Within 18 months from inception
- Monitoring & Evaluation
- Design M&E process
- Implement M&E programme Prov Small Biz Continuous Regular reports and impact evaluations

### 7.3.15 Institutional Framework Required

The proposed co-operative process in the Northern Cape can be linked to most SMME support and LED policies and programmes. More importantly, the Hub-and-Spokes structure can be used as a vehicle for all economic and social development initiatives. It is suggested that all departments integrate their small business development support programmes into the proposed co-operative structures. The Framework required is based on a provincial wide buy in and alignment with the Hub-and-Spokes model.

The following policies and programmes can be assimilated into the model.

- Broad-based economic empowerment: The co-operative structure provides an ideal vehicle to transfer ownership and control of economic resources to the majority of SA's citizens. The Hub-and-Spokes strategy will allow the unemployed and informal survivalists an opportunity to start engaging meaningfully in economic activity. The DTI's national policy on Co-operative Development states that government is committed to working with the co-operative movement to ensure that an increasing portion of the ownership and control of economic activities is vested amongst co-operative enterprises.
- SMMEs: The development policy further states that all government support programmes for SMMEs shall be extended to co-operatives.
- Local Economic Development and Integrated Sustainable Rural Development (ISRDP): It is generally recognised that co-operatives play an important role in the growth of the local economy. Local government is crucial in supporting co-operative development and providing an environment at grassroots level within which co-operatives can flourish. In turn co-operative enterprises enable local

people to be directly involved in producing and delivering the goods and services that their members, and the wider community, may require. Co-operatives can therefore become ideal vehicles to contribute to the objectives of the LED and ISRD strategies.

In summary, it is well established that, although co-operatives are self-help organisations, they neither succeed without external assistance, nor do they simply emerge from grassroots. They have to be initiated by external interest groups. However, aid to co-operatives should not entail any obligations contrary to the autonomy and interests of co-operatives. Such aid should be meticulously co-ordinated to avoid duplication and waste of resources.

## 7.4 INSTITUTIONAL DEVELOPMENT PLAN

### 7.4.1 INTRODUCTION

The integrated institutional development plan provides a framework for the functional improvement of the Kareeberg Municipality as an institution. The formulation of the Institutional capacity is a critical success factor for managing, implementing and monitoring development related activities. An integrated institutional development plan of a municipality should take into consideration the following essential and key factors:

7.4.1.1 A clear understanding of the legal and institutional framework that should contribute to shaping organisational design and the structure of the municipality

- The key roles defined for the respective departments of the municipality
- The functional and administrative requirements of the respective departments

7.4.1.2 An audit of existing municipal institutional capacities and constraints by

- Preparing an outline of current political governance and administrative structures, depicting existing institutional capacities
- Preparing a skills audit of the existing skills and capacities within the municipality

7.4.1.3 An audit of all policies, by-laws, plans, procedures and practices in relation with development priorities emerging from the IDP

The focus of this document is therefore to determine the current status of the capability of the Kareeberg Municipality to strive to reach its strategic objectives, reflected in the human capacity, systems, procedures and plans. In order to understand the purpose of an institutional developmental plan, various concepts will first be defined before a thorough analysis will be presented.

### 7.4.2 DEFINING THE KEY CONCEPTS

**Institutional:**

“the action taken that leads to implementing something”

“the implementation, creation or erection of a new order”

“the formulation of plans to be performed that lead to the final implementation thereof”

“the identification and removal of obstacles that prevent implementation”

“the implementation of steps that will result in successful outcomes”

**Plan:**

“a design or scheme carefully thought out that directs the actions to be taken and guaranteed success for the institution”

**Institutional plan:**

“An Institutional plan stipulates steps to be taken to achieve desirable organisational outcomes and support all other stated strategic objectives and processes to ultimately achieve the vision and mission of the municipality.”

**Human Resources:**

“Refer to the capacity and related processes of the human being as labour resource in the total service delivery line of an institution to produce goods or render services.”

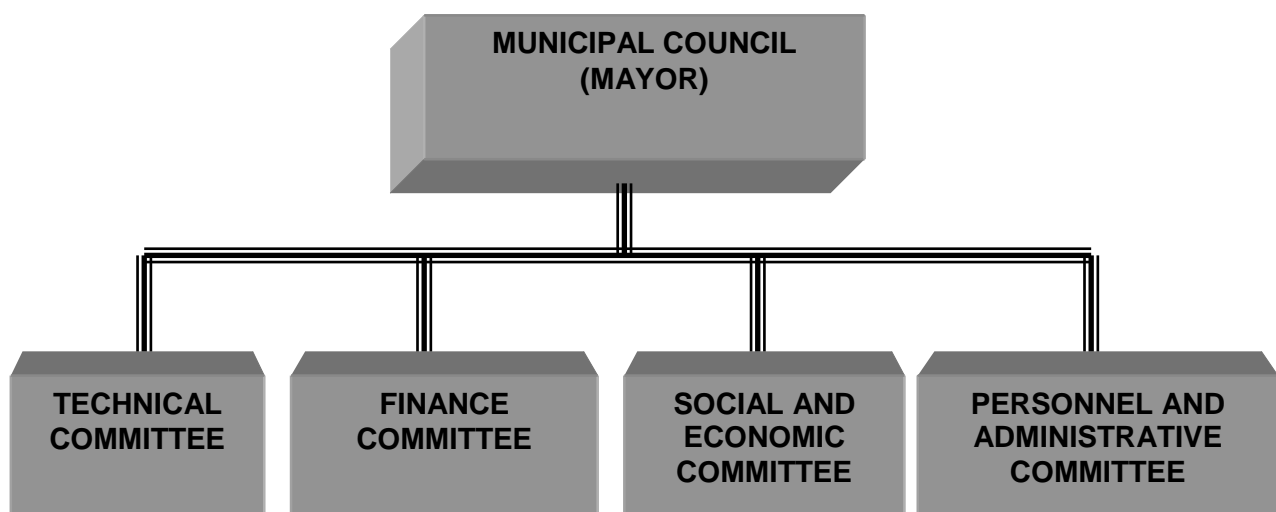
#### **Institutional plan for Human Resources:**

“A Human Resource Institutional plan stipulates steps to be taken relevant to **capacitate the human being**, as well as identifying any **human related obstacles** or **processes** hindering desirable organisational outcomes and formulate plans to support all other stated strategic objectives and processes to ultimately achieve the vision and mission of the municipality.”

### **7.4.3 POLITICAL GOVERNANCE**

For a pro-active structuring of the resources for effective implementation of all policies, plans (including IDP and the related sectoral plans) and procedures Kareeberg Municipality consists of two organisational streams. One stream provides the political leadership and the other the administrative function (see section 4).

7.4.3.1 The political structure can be depicted as follows:



**Figure 1: The Political Structure**

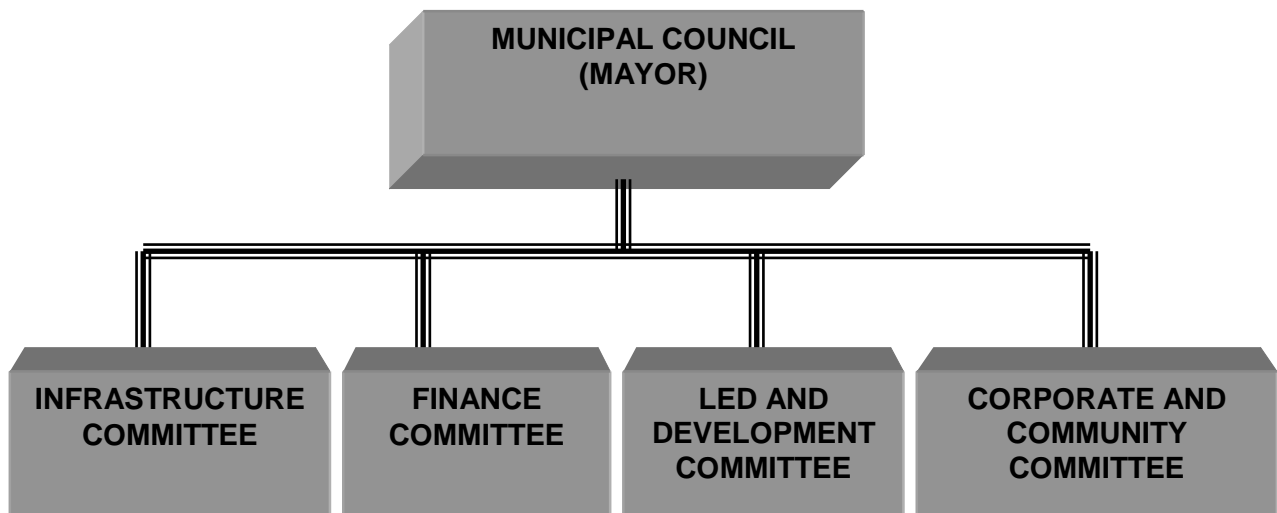
7.4.3.2 The composition of the Council is as follows:

COMPOSITION	MEMBERS	ANC	DA
<b>COUNCIL 7 COUNCILLORS</b>	Mayor (ANC)	1	
	Total members	5	2
<b>Finance Committee</b>	Total members	4	1
<b>Personnel and admin Committee</b>	Total members	3	1
<b>Technical and Services Committee</b>	Total members	3	1
<b>Social and Economic Committee</b>	Total members	3	1

\* The Mayor is ex-officio on all the committees

<b>Institutional recommendations</b>	Consider changing the name of the Committee: Personnel and Administration to Committee: Corporate and Community Services
	Consider changing the name of the Committee: Technical to Committee: Infrastructure and Services
	Consider changing the name of the Committee: Social and Economic to Committee: LED and Development

7.4.3.3 The proposed political structure can be depicted as follows:

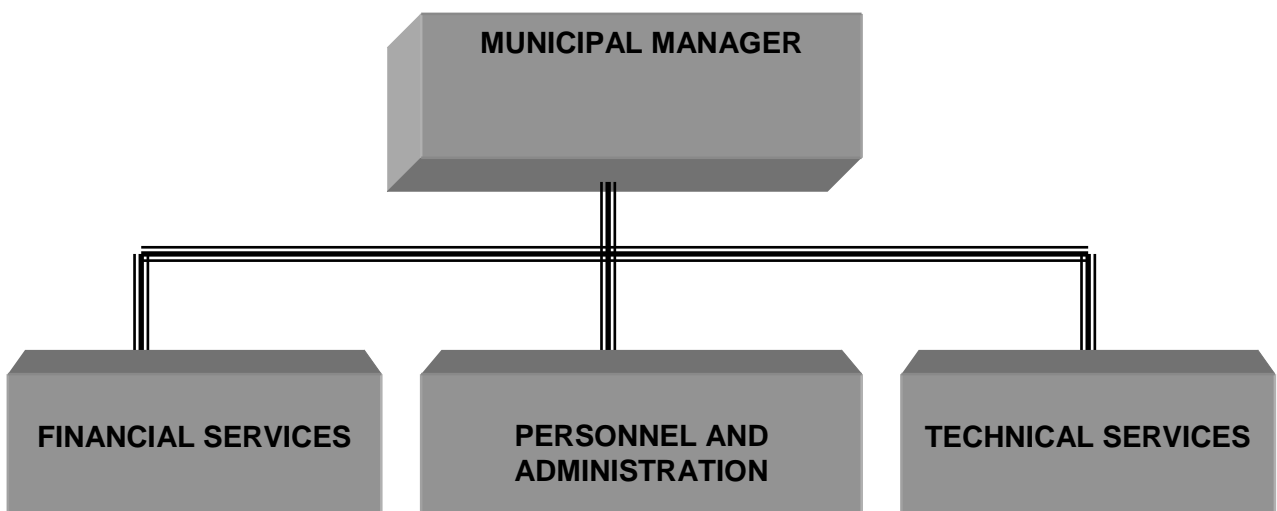


**Figure 2: The Proposed Political Structure**

\* COMMUNITY SERVICES TO BE EXPLAINED IN NEXT SECTION

#### **ADMINISTRATIVE Structure and capacity in key positions**

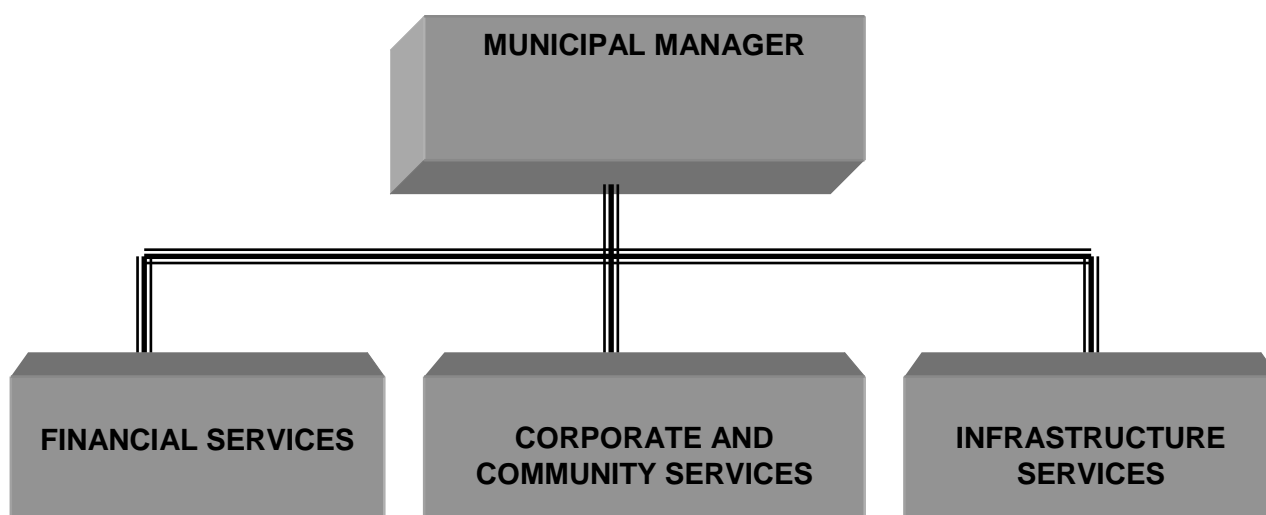
The municipality consists of three departments, namely Finances, Personnel and Administration as well as Technical. It can be depicted as follows:



**Figure 3: Organogram of the Administrative Structure**

<b>Institutional recommendations</b>	It is recommended that the names be changed to align with the committees, meaning that Technical must change to Infrastructure, and Personnel and Administration to Corporate Services (also see next recommendation)
	<p>It is furthermore recommended that Corporate Services name be changed to Corporate and Community Services. This recommendation is envisaged as part of the strategic objectives concerning LED, IDP and other non-technical community functions such as the library.</p> <p><u>Clarifying notes:</u></p> <p>Corporate services refer to in-house services such as administration, committee services, cleaning services and human resource functions (correctly classified as staff functions and meaning rendering services to other staff members). Community services refer to services delivered directly to the community such as the library, IDP, LED, clinic services etc. of a non-technical in nature. A change of name to Corporate and Community Services is probably more accurate.</p>

#### 7.4.4.1 Proposed administrative structure:



**Figure 4: Proposed administrative structure**

<b>Institutional recommendations</b>	Plan in advance when work contracts expire and make sure that no lengthy periods incur the vacancy of critical positions which will
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	seriously hamper service delivery.
	An organisational structure does not exist. It is therefore recommended that a thorough analysis be conducted.
	Retain expertise and skills to create continuity when dealing with new contracts.

## **7.4.5 Organisational processes influencing the Institutional development plan for KAREEBERG MUNICIPALITY**

### **7.4.5.1 Strategic plan (Vision, mission and strategic guidelines)**

The vision, mission and strategic objectives are stated and should be revisited regularly. The institutional plan should be linked to the vision and mission, as it is important always to realise that any strategic guideline can only be achieved through human capacities, competencies and skills. The strategic plan for 2008/9 has been drafted and is ready for approval.

<b>Institutional recommendation</b>	Evaluate the vision, mission and strategic guidelines annually and strive to create strategic plans as a natural outflow to make it operational, tangible and visible.
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### **7.4.5.2 Integrated Development Plan (IDP)**

The IDP is an important vehicle in writing an institutional plan for any organisation. After evaluation of the perception of management regarding the IDP the following conclusions can be made:

- 7.4.5.2.1 The IDP is in place, but the challenge is to change it from a “word on paper” document to an integrative workable document in all budget, community and daily operations respects.
- 7.4.5.2.2 Improvements through consultants to drive the IDP forward are evident. There are, however, important challenges ahead.
- 7.4.5.2.3 Personnel are generally well capacitated regarding the IDP and possess the necessary expertise.

<b>Institutional recommendations</b>	It is recommended that ownership of the IDP, as well as discussions that lead to specific operational actions, should receive attention.
	Sectoral plans that support the IDP should be identified and implemented (discussed in more detail in this report)

**7.4.5.3 Sectoral plans (as result of the IDP)**

<b>Sectoral plan</b>	<b>Comments</b>	<b>Institutional recommendation</b>
Financial Policy	Not formally drafted, but follow MFMA guidelines	MFMA provides sufficient guidelines – strictly adhere to guidelines
Integrated transport plan	No, form part of the region	
Water services development plan	Yes	Integrate own and regions, review regularly
Local Development Plan	No	Develop one (in process)
Integrated poverty reduction plan	No	Guided on District level
Gender Equity Plan	No	Develop
Integrated monitor and performance management system	No	In process of developing
HIV/AIDS	Yes	
Disaster management plan	Yes	
Spatial Development Land Use Plan	PIM Centre SHARED	Busy drafting one for region

**7.4.5.4 POLICIES****7.4.5.4.1 Formal policies**

An audit on existing policies indicated that the following policies were developed and is functioning properly:

<b>Policy</b>	<b>Comments or recommendations</b>	<b>Institutional recommendation</b>
Investment incentive policy	No	Region developing one
Financial Investment Policy	Yes	
Supply Chain Policy	Yes	
Rates Policy	No	Busy developing one
Performance Management Policy	In process	Busy developing one
Employment Equity Policy	Yes	
Fixed Asset Policy	Yes	
Communication Policy (GCIS)	No	
Delegation of Powers	Yes	

Tariff Policy	Yes	
Financial Code Policy	MFMA provide guidelines	
Placement Policy	Not applicable.	
Code of Conduct (Ward Committees)	Regulations provide guidelines	
Standing Orders Policy	Yes	

(See section for Human Resource Policies)

## 6.2 By - laws

Number	Bylaw	Comments	Institutional recommendation
	<b>Carnarvon</b>		
1	Abattoir	Dated	Review all by-laws regularly
2	Antenna	▼	▼
3	General:  (1) Streets and Traffic  (2) Stables and kept of animals  (3) Building regulations  (4) Parks, plantations etc.  (5) Public places of recreation  (6) Word explanations  (7) Storage of flammable products and material		
4	Bakeries		
5	Saloons (Hair)		
6	Cemeteries		
7	Management and control of areas provided by the Council		

8	Availability Funds		
9	Library		
10	Build		
11	Bees – kept of		
12	Town spaces and ground		
13	Electricity		
14	Electricity, wiring of houses		
15	Dogs – kept of		
16	Collections from house to house		
17	Milk - shops and providers		
18	Nature reserve		
19	Nature gardens – advice committee		
20	Staff leave		
21	Poultry – kept of		
22	Restaurants, refreshment and tea rooms, dining houses		
23	Sanitary		
24	Tidiness of public areas		
25	Pound monies		
26	Butcheries		
27	Streets		
28	Swimming pool		
29	Fish tradesmen		
30	Water		
31	Caravan Park		
32	Parking		

<b>33</b>	Public facilities		
<b>34</b>	Public garages		
<b>35</b>	The storage, dumping and prevention of overflow material		
<b>36</b>	Subsidies for the households in need		

	<b>Vosburg</b>		
<b>1</b>	Town		
<b>2</b>	Abattoir		
<b>3</b>	Kept of animals except dogs		
<b>4</b>	Irrigation water		
<b>5</b>	Deform of fronts of streets		

## 7. HUMAN RESOURCE POLICIES

### 7.1 Current status

<b>Policy</b>	<b>Exists and updated</b>	<b>Implication</b>	<b>Institutional Recommendation</b>
Recruitment and Retrenchment policy	Yes	Part of equity plan	
Promotion	Yes	Part of equity plan	
Study	No	The employer may lose the opportunity of gain from self study efforts by employees	A policy is formulated to grant a few days study leave for employees enrolled in recognised institutions in line with their work, to obtain formal qualifications.
Employee Assistance	No	It is a well-recognised fact that personal problems influence work performance. Many organisations plan prevention sessions,	A policy is drafted by an expert to assist employees with their personal problems at home and

		provide counselling opportunities for the following problems: medical, marital, depression, trauma-related, mental, work, interpersonal, death bereavement, addiction, study guidance, career planning, parenthood, terminal illness, work conflict, motivation, financial, legal, etc.	work to ensure a productive and satisfied work force.
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Leave	Yes		
Sexual Harassment	No	Employees will not be aware of how to deal with such issues and management will not have a formal guideline how to approach such cases	Draft a sexual harassment policy
Training	No	Skills plan serves as guideline	
Disciplinary Procedure	Yes	Collective agreement	
Grievance Procedure	Yes	Collective agreement	
Induction	No	It is well-documented that a proper induction or orientation of a new employee will result in more commitment and productivity than when such exposure is not received. Issues to be addressed include all the HR policies, compensation, training, labour relations, conditions of services, in-role training and general conduct.	A policy be drafted of how every new employee should be orientated.
Performance Management	No	In the process of formulating. Special emphasis on lower level workers is important.	Develop
Task evaluation	No	Humans perform better when they know their jobs are correctly evaluated and levelled.	Keep personnel informed by any developments by SALGA in this regard.

## 7.2 Work Place Skills Plan

As the work place skills plan is the basis for Human resource development, it will be discussed in some detail:

7..1 The above plan is updated and available. Employees were involved in contributing to the plan by specifying training needs.

7.2.2 Unfortunately, funds obtained from the SETA are still very limited. Therefore, very few constructive developments flow from it.

7.2.3 A training committee does not exist to execute decisions regarding this.

<b>Institutional recommendation</b>	The challenge, once again, is to create trust in the system by providing training, even only annually, to employees.
	Form a training committee to investigate the possibility to obtain more funds and support for training.



**7.3 Human Resource policies Check List**

<b>Policy</b>	<b>Developed</b>	<b>Institutional Recommendation</b>
<b>Leave policy</b>		
Annual leave	Yes, part of collective agreement	
Compassionate and family responsibility leave	Yes, part of collective agreement	It would still be worthwhile to develop specific guidelines in a policy statement as an interpretation of the agreement
Maternity leave	Yes, part of collective agreement	
Sick leave	Yes, part of collective agreement	
Special leave	Yes, part of collective agreement	
Study and examination leave	No	Develop
Unpaid leave	No	Develop
Working hours	Yes	
Recruitment/selection policy	Yes	
Retention policy	No	Develop

<b>Policy</b>	<b>Developed</b>	<b>Institutional Recommendation</b>
Employment of family members	No	Develop
Temporary and contract employment policy	No	Develop
Termination of policy		
Cellular phone policy	Yes	
Business language policy	No	Develop
Access to Employee files policy	No	Develop (Also see: New law of Archives)

<b>Policy</b>	<b>Developed</b>	<b>Institutional Recommendation</b>
Employee use of municipal assets policy	No	Develop
Conflict of interest policy	No	Develop (guidelines through Supply chain management legislation and code of conduct)
Entertainment policy	No	Develop
Gifts to Municipal employees policy	No	Develop (guidelines through Supply chain management legislation and code of conduct)
Membership of professional institutions policy	No	Develop
Travel and subsistence policy	Yes	
Use of internet and e-mail policy	No	Develop
<b>Education / training</b>		
Appointment in acting capacity	No	Develop
Promotion policy	Yes	
Training and development policy	Yes	
Bursary and study loan policy	No	Develop
<b>Employee assistance</b>		
Sexual harassment policy	No	Develop
Smoking policy	No	Develop
Substance abuse policy	No	Develop
Personal and emotional problems policy	No	Develop

<b>Labour relations</b>		
Disciplinary code and procedure	Yes	
Industrial relations policy	Yes	
Grievance policy	Yes	
Time off - Union meetings policy	No	Collective Agreement (suggest that separate policy derived from the collective agreement be drafted)
<b>Motor vehicle policy</b>		
Abuse / fines/ licensing	No	Develop
Mayor transport	No	Investigate need and develop policy taking into consideration all legislation (MFMA, code of conduct for Councillors etc.)
<b>Salary administration policy</b>		(Derived from collective agreements)
Payments of salaries	No	Develop
Deductions from salaries	No	Develop
Pay-slip	No	Develop
Staff loans (keep MFMA in consideration)	No	Develop
Salary register	No	Develop

## 8. Physical infrastructure

Dimension	Comments	Institutional recommendation
<b>Offices</b>	Spatial problems Organisational Structure and offices not aligned No provision yet made if new jobs should be created	Not an obstacle to perform functions, but do pro-active planning if new positions are envisaged
<b>Telephone system</b>	Sufficient	None
<b>Computers and IT</b>	MRS IT sufficient	Individual e-mail installation in process and will solve confidentiality problems

<b>Vehicles</b>		
<u>Roads</u>	Relatively new – no problems	
<u>Water</u>	“Bakkies” – functional – one new, one old	
<u>Refuge Removal</u>	New and functional	
<u>Fire Services</u>	Functional – can render service	
<u>Electricity</u>	Functional	
<u>Sewerage</u>	Tractor and sewerage equipment old	Do succession planning for replacement

....capacity of management team (next page)

**9. Capacity of the management team**

Dimension	Critical evaluation	Recommended institutional corrective measure	Priority rating
<b>Interpersonal communication</b>	Members of the management team are of the opinion that communication between them is satisfactory. They easily express their views and defend their perceptions. The Municipal Manager is not at any stage dominant and aggressive in communication situations. A general view amongst members of the management team is that communication skills can always be improved, but are not a hindrance, at this stage, for achieving success. Each member of this team feels that the other is approachable.	A fine tuning session from time to time for just the management team by an expert will benefit this team.	<ul style="list-style-type: none"> <li>■ No need at all</li> <li>► <b>Low (no urgent need)</b></li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>
<b>Interpersonal relations with Public</b>	Interpersonal relations with the public seem to be very good and at acceptable levels. An open door communication policy, even without	It is always a good idea to regularly have client service courses and talks about Batho Pele principles and this	<ul style="list-style-type: none"> <li>■ No need at all</li> <li>► <b>Low (no urgent need)</b></li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and</li> </ul>

	appointments, exists to solve problems.	is therefore recommended.	outcomes)
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<b>Teamwork</b>	Teamwork is on a desirable level.		<p>► <b>No need at all</b></p> <ul style="list-style-type: none"> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>
<b>Leadership</b>	Leadership is a natural characteristic of some human beings. There seems to be sufficient leadership skills in the management team, although different levels of expertise and knowledge exist.		<p>► <b>No need at all</b></p> <ul style="list-style-type: none"> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>

<b>Drive and energy</b>	This is a personal issue and could not be addressed in a team. Most members of this team seem to be motivated. However, the perception exists that nothing is being done to motivate managers. Managers also feel that they do not get the necessary recognition for what they are doing. Political / management suspicion and distrust still affects the municipality and hinders its becoming a high performance institution.	A session facilitated by an expert to generate ideas to motivate staff in general should be conducted to ensure high personal and ethical conduct resulting in high organisational morality.	<ul style="list-style-type: none"> <li>■ No need at all</li> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>► <b>Important and Urgent</b> (impact heavily on other organisational programmes and outcomes)</li> </ul>
<b>Administration and</b>	Administration refers to the	All managers	► <b>No need at all</b>

<b>information flow</b>	ability to handle day to day demands of workload, knowledge and expertise about specific fields, the ability to create user friendly and feasible work procedures and address challenges. It also directly impacts the flow of information, which is the primary reason for all administrative tasks.	must have access to information required and be fully committed to provide information needed.	<ul style="list-style-type: none"> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>
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<b>Financial</b>	This refers to all the relevant activities of budgeting, financial systems, ability to compile statements, income and expenditure management and the ability of managers to take responsibility for their budgets and manage them properly and correctly.		<ul style="list-style-type: none"> <li>► <b>No need at all</b></li> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>
<b>Legislation</b>	Most managers seem to be well acquainted with the relevant legislation. It is however important to keep up with all the new developments in this area.	Put a system or procedure in place to keep all managers updated with any legislation.	<ul style="list-style-type: none"> <li>■ No need at all</li> <li>► <b>Low (no urgent need)</b></li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational's programmes and outcomes)</li> </ul>

<b>Labour relations</b>	All policies and systems are in	Lack of	■ No need at all
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	<p>place, and according to information, disciplinary and grievance cases are handled in accordance with procedure. There seems to be lack of discipline at lower, levels resulting in absenteeism, alcohol abuse and low productivity. This may have a serious impact on labour relations in the municipality and should be seriously addressed.</p>	<p>discipline at lower levels is a management problem and should be urgently attended to. It is suggested that:</p> <p>(1) A workshop be arranged for all first line supervisors to plan a constructive intervention into the discipline of workers, and</p> <p>(2) All workers attend a 6 M productivity and efficiency demonstration, including Batho Pele and disciplinary conduct.</p>	<p>■ Low (no urgent need)</p> <p>■ Medium (important, but not urgent)</p> <p>► <b>Important and Urgent</b> (impact heavily on other organisational's programmes and outcomes)</p>
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**10. CAPACITY PER AREA**

<b>Dimension</b>	<b>Critical evaluation</b>	<b>Recommended institutional corrective measure</b>	<b>Priority rating</b>
<b>Civil engineering and related tasks</b>	There is expertise available regarding maintenance of roads, storm water, drainage, building regulations and other related civil engineering tasks. Crisis management can be done, although high civil engineering skills are not available internally.	None	<p>► <b>No need at all</b></p> <p>■ Low (no urgent need)</p> <p>■ Medium (important, but not urgent)</p> <p>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</p>
<b>Water and sanitation</b>	Competency exists to regarding water and sanitation. There is sufficient expertise available to perform tasks.		<p>► <b>No need at all</b></p> <p>■ Low (no urgent need)</p> <p>■ Medium (important, but not urgent)</p> <p>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</p>

<b>Mechanical</b>	Sufficient knowledge and skills exist for smaller tasks maintaining vehicles and other machinery. More complex work is referred to outside sources.	None	<p>► <b>No need at all</b></p> <p>■ Low (no urgent need)</p> <p>■ Medium (important, but not urgent)</p> <p>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</p>
<b>Electrical</b>	Sufficient knowledge, skills and	None	► <b>No need at all</b>

	experience are available to render electrical services for the municipality. Expert skills are available through an electrician, on a part time basis. A full time electrician is not needed at this stage.		<ul style="list-style-type: none"> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>
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<b>Financial</b>	Sufficient knowledge, skills and experience are available to manage the financial systems.	None	<p>► <b>No need at all</b></p> <ul style="list-style-type: none"> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>
<b>Administrative</b>	Sufficient knowledge, skills and experience are available to manage the administrative function of the municipality.	None	<p>► <b>No need at all</b></p> <ul style="list-style-type: none"> <li>■ Low (no urgent need)</li> <li>■ Medium (important, but not urgent)</li> <li>■ Important and Urgent (impact heavily on other organisational programmes and outcomes)</li> </ul>

**11. capacity / Training / skills / competencies identified by employees to capacitate themselves for each department**

<b>FINANCES</b>	<b>PERSONNEL AND ADMINISTRATION</b>	<b>TECHNICAL</b>
A few new appointees need to learn the work	Some frustration exists with placement of fax machines, copiers etc. and pressure to answer telephones and execute tasks, is experienced	Problem exist with lower level staff regarding discipline and personal conduct
People are generally fully occupied	Plan for functions such as LED tourism IDP, museums and training of staff to perform tasks etc.	It is clear that first line supervisors, even with training; have no idea how to handle these workers. Please see suggestion of a one day workshop to plan an intervention solution
Good financial systems are in place	Trained person at tourism office recently transferred to perform her functions	Women performing traditional male positions, seem to be an issue for supervisors
Unqualified audit reports received – implication means high performance, sound systems and good financial management	Urgently need additional staff member in a support capacity to assist with administration such as taking minutes, general duties, filing, typing, handling of correspondence to support the Departmental Head	An additional vehicle at the workshops may improve service delivery
Individual need for Excel and MS Word training	Improve flow of communication as staff feel isolated in tourism, library and museums (the above recommendation will also improve communication as the Departmental Head will be more available to manage and do less operational work)	
Some frustration exists with co-operation with Department of Safety and Liaison regarding licences		

### GENERAL PERFORMANCE AREAS TO IMPROVE

AREA	EVALUATION	INSTITUTIONAL ACTION	CORRECTIVE ACTION
<b>Client service</b>	Good	It is still important to emphasise client relations – an effort through a 6 M course for lower workers to improve client services and demonstrate the meaning of Batho Pele must be considered	
<b>Telephone etiquette</b>	Good - Telephones not always answered immediately	Staff must learn to redirect telephones if not in office for extended periods	
<b>Training for lower level workers</b>	Non existant	Consider capacity building course in productivity and efficiency (6M)	
<b>Interpersonal communication</b>	Good, not many misunderstandings The communication between councillors and officials is still “suspicious” Communication between the Mayor and other Councillors is not clear. The expectations of what they should know and what is confidential for the Mayor only should be clarified. It might be an administrative process problem	Clarify communication problems by discussing expectations on a continuous basis, such as Council meetings, management meetings and other forums	
<b>Knowledge of relevant legislation</b>	Good		
<b>Ethics</b>	No programme exists; still room for improvement	Institutionalise ethics programme (morality can be measured and improved by various methods)	
<b>Motivation</b>	Low	Team building and morale building talks by experts. Once again consider 6 M course	
<b>Management of conflict</b>	Has improved significantly. Less conflict experienced lately	Identify conflict issues and have management address them	

**13. Equity**

<b>Dimension</b>	<b>Analysis</b>	<b>Institutional recommendation</b>
<b>Race</b>	Equity based on race is still a problem which should be addressed, although the appointment of the MM was a positive step in the right direction. It is however clear that equity at this stage is not an obstacle for performance.	It will be detrimental to lose any of the expertise of the managers at this stage, especially when taking into consideration that Kareeberg is definitely one of the municipalities setting the example of sound administrative management (e.g. see audit reports)
<b>Gender</b>	Gender is not represented on management level.	A gender appointment may be considered for the envisaged LED/IDP function

**14. Institutional capacity rating compared to other municipalities**

<b>Far below expectations</b>	<b>Below expectations</b>	<b>Average</b>	<b>Ahead of other municipalities</b>	<b>Far ahead compared to others</b>
			x	

**15. CONCLUSION**

The Institutional Development Plan has been compiled by making some specific recommendations. This should be seen as an important document to complying with legislation and guiding the Council and management to future success.

## 7.5 MAINTENANCE PLAN

### KAREEBERG MUNISIPALITEIT - ONDERHOUDSPLAN

CEMETRY					POS NO. 2
			2008/2009	2009/2010	2010/2011
Carnarvon			650	683	717
Vanwyksvlei			550	578	607
Vosburg			550	578	607
			1,750	1,839	1,931
OFFICIAL HOUSING					POS NO. 4
			2008/2009	2009/2010	2010/2011
Carnarvon			-	-	-
Vanwyksvlei			1,000	1,050	1,103
Vosburg	Huis		1,000	1,050	1,103
	Hutte		500	525	551
			2,500	2,625	2,757
LIBRARY					POS NO. 16
			2008/2009	2009/2010	2010/2011
Carnarvon	Openbare biblioteek		2,000	2,100	2,205

	Fotostaatmasjien		2,050	2,153	2,261
	Kareeberg biblioteek		1,500	1,575	1,654
	Fotostaatmasjien		2,050	2,153	2,261
Vanwyksvlei			100	105	110
Vosburg			100	105	110
			7,800	8,191	8,601
<b>FIRE BRIGADE</b>					<b><u>POS NO.</u></b> <b><u>18</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			500	525	551
Vanwyksvlei			100	105	110
Vosburg			200	210	221
			800	840	882
<b>CIVIL PROTECTION</b>					<b><u>POS NO.</u></b> <b><u>20</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			2,300	2,415	2,536
			2,300	2,415	2,536
<b>HEALTH SERVICE</b>					<b><u>POS NO.</u></b> <b><u>24</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			1,000	1,050	1,103

			1,000	1,050	1,103



<b>MAIN ROADS</b>					<b><u>POS NO.</u></b> <b>26</b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			30,000	31,500	33,075
Vanwyksvlei			500	525	551
Vosburg			500	525	551
			31,000	32,550	34,177
<b>COMMONAGE</b>					<b><u>POS NO.</u></b> <b>28</b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			7,000	7,350	7,718
Vanwyksvlei			7,000	7,350	7,718
Vosburg			7,000	7,350	7,718
			21,000	22,050	23,154

<b>MUNICIPAL BUILDINGS</b>					<b><u>POS NO.</u></b> <b><u>30</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon	Office		11,000	11,550	12,128
	Public toilets		1,000	1,050	1,103
	Workshop		500	525	551
	Commando office		300	315	331
Vanwyksvlei	Office		1,500	1,575	1,654
	Community Hall		900	945	992
	Public toilets		100	105	110
Vosburg	Office		2,500	2,625	2,756
	Community Hall		1,000	1,050	1,103
	Workshop		500	525	551
			19,300	20,265	21,279
<b>MUSEUM</b>					<b><u>POS NO.</u></b> <b><u>32</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon	Museum		2,200	2,310	2,426
	Memorial Hall		100	105	110
	Tourism office		500	525	551
Vosburg			700	735	772
			3,500	3,675	3,859

<b>NATURE GARDEN</b>					<b><u>POS NO.</u></b> <b><u>34</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			1,000	1,050	1,103
			900	945	992
			1,900	1,995	2,095
<b>PUBLIC WORKS</b>					<b><u>POS NO.</u></b> <b><u>36</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			4,500	4,725	4,961
			4,500	4,725	4,961

<b>PARKS, GROUNDS</b>	<b>COMMONAGES,</b>	<b>SPORT</b>			<b><u>POS NO.</u></b> <b><u>38</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon	Sport grounds		7,500	7,875	8,269
Vanwyksvlei	Sport grounds		2,000	2,100	2,205
	Tennis courts		100	105	110
Vosburg	Sport grounds		6,500	6,825	7,166
			16,100	16,905	17,750

<b>POUND</b>					<b><u>POS NO.</u></b> <b><u>42</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			1,000	1,050	1,103
			1,000	1,050	1,103
<b>MUNICIPAL MANAGER/TREASURER</b>					<b><u>POS NO.</u></b> <b><u>44</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon	Computer		24,500	25,725	27,011
	Risograaf		26,435	27,757	29,145
	Photocopier		12,000	12,600	13,230
	Equipment		19,065	20,018	21,019
Vanwyksvlei	Photocopier		4,000	4,200	4,410
	Equipment		500	525	551
Vosburg	Equipment		800	840	882
	Photocopier		1,700	1,785	1,874
			89,000	93,450	98,122

<b>STREETS</b>					<b><u>POS NO.</u></b> <b><u>46</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			13,000	13,650	14,333
Vanwyksvlei			5,000	5,250	5,513
Vosburg			5,000	5,250	5,513
			23,000	24,150	25,359
<b>SWIMMING BATH</b>					<b><u>POS NO.</u></b> <b><u>48</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			7,500	7,875	8,269
			7,500	7,875	8,269
<b>TRAFFIC &amp; LICENCING</b>					<b><u>POS NO.</u></b> <b><u>50</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon	Test centre		4,000	4,200	4,410
	Traffic signs		3,300	3,465	3,638
Vanwyksvlei	Traffic signs		3,000	3,150	3,308
Vosburg	Traffic signs		3,000	3,150	3,308
			13,300	13,965	14,664

<b>AIRFIELD</b>					<b><u>POS NO.</u></b> <b><u>52</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			2,200	2,310	2,426
Vanwyksvlei			900	945	992

Vosburg			900	945	992
			4,000	4,200	4,410

<b>SANITATION &amp; PURIFICATION</b>					<b><u>POS NO.</u></b> <b><u>54</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon	Pumps		5,500	5,775	6,064
	Maintenance		2,000	2,100	2,205
	Network		10,000	10,500	11,025
	Occidation dams		31,950	44,107	46,753
	Pump stations		6,000	9,200	10,580
Vosburg	Pumps		1,500	1,575	1,654
			56,950	73,257	78,281

<b>NURSING SERVICES</b>					<b><u>POS NO.</u></b> <b><u>55</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			2,000	2,100	2,205
			2,000	2,100	2,205

<b>CARAVAN PARKS</b>					<b><u>POS NO.</u></b> <b><u>56</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			2,000	2,100	2,205
Vosburg			1,000	1,050	1,103
			3,000	3,150	3,308

<b>ABATTOIR</b>					<b><u>POS NO.</u></b> <b><u>57</u></b>

			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Vosburg			500	525	551
			500	525	551

<b>ELECTRICITY: ADMINISTRATION</b>					<b><u>POS NO.</u></b> <b><u>60</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			2,000	2,100	2,205
Vosburg			500	525	551
			2,500	2,625	2,756

<b>ELECTRICITY: GENERATION</b>					<b><u>POS NO.</u></b> <b><u>62</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			2,000	2,100	2,205
Vosburg			1,000	1,050	1,103
			3,000	3,150	3,308
<b>ELECTRICITY: DISTRIBUTION</b>					<b><u>POS NO.</u></b> <b><u>64</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			37,000	38,850	40,793
Vosburg			23,000	24,150	25,358
			60,000	63,000	66,151
<b>WATER DISTRIBUTION</b>					<b><u>POS NO.</u></b> <b><u>66</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			15,000	15,750	16,538
Vanwyksvlei			7,500	7,875	8,269
Vosburg	Maintenance		6,500	6,825	7,166
	Leading furrows		1,000	1,050	1,103
			30,000	31,500	33,076



<b>WATER PROVISION</b>					<b><u>POS NO.</u></b> <b><u>68</u></b>
			<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Carnarvon			20,000	21,000	22,050
	Pipeline		2,000	2,100	2,205
Vanwyksvlei	Pipeline		3,000	3,150	3,308
	Desalination		5,000	5,250	5,513
Vosburg			8,000	8,400	8,820
			38,000	39,900	41,896
<b>TOTAAL</b>			<b>447,200</b>	<b>483,022</b>	<b>508,544</b>
			<b>15.50%</b>	<b>8.01%</b>	<b>5.28%</b>

## 7.6 INTEGRATED TRANSPORT PLAN

*Transport is normally a function of the District Municipality. A draft plan has however been developed.*

*Draft Transport Plan – Carnarvon*

*Deputy Municipal Manager: Mr A van Schalkwyk*

*Tel : 053 382 3012*

*Fax : 053 382 3142*

### **Social Services**

The major settlements in Kareeberg are Vanwyksvlei, Carnarvon and Vosburg.

The social services are the same as those of the Siyacuma and Siyathemba Local Municipalities.

The Kareeberg local municipality is the worst of them all because of the condition (i.e. gravel) of the access roads to the major settlements within the local municipality.

There is no public transport to link these settlements. Individuals make use of private transport at an expensive rate to travel from one settlement to another.

### **Health Facilities**

There is a hospital and a clinic at Carnarvon, and these are the only health facilities available in the local municipality. Thus there is a need for people to travel from Vanwyksvlei and Vosburg to Carnarvon, Prieska or even De Aar for medical attention.

There are, however, two doctors at Carnarvon. In essence the hospital at Carnarvon is supposed to serve the Carnarvon and Vanwyksvlei's 10,000 people, but due to the lack of ambulances and bad roads, it is impossible.

Mobile clinic services attended to areas without clinics, but since this no longer happens, those areas are now burdened with the cost of private transport to access health facilities at Carnarvon and other places.

### **Educational Facilities**

There are two secondary and primary schools at Carnarvon. Vanwyksvlei and Vosburg have only one primary school each. Pupils have to travel from Vanwyksvlei and Vosburg to Carnarvon and De Aar for secondary schools. Due to the general lack of transport at Vanwyksvlei and Vosburg, pupils tend to drop out of school (after completion of primary school) to work at the nearby farms.

### **Pension Payout Points**

The pension payout points are suitably located at each major settlement in the local municipality. Pensioners from Skietfontein must travel to Carnarvon for their pay point, using private transport. Apart from pay day, there is a need for transport for shopping, which is done at Carnarvon or De Aar.

### **Other Transport Problems**

The transport problems in this local municipality are the same as those experienced at Siyathemba and Siyacuma local municipalities.

### **Transport Services**

#### **Bus operators**

There are no registered bus operators in the area, but there is one private bus at Carnarvon used to transport scholars locally, as well as to serve community purposes, over relatively short distances.

#### **Taxi Operators**

There is an existing taxi association at Carnarvon operating locally, but it is very expensive. They operate long distance to De Aar on request. They are available for hire, travelling as far as Cape Town but only on request. One taxi operator was identified as Benjamin de Bruin, 053 382-3461.

### **Rail Services**

This rail line is the only line that links the west to the east from Calvinia to Victoria West. The facilities at the railway station are fully functional. There is a passenger service operating on this line once in a year, to a certain festival in Calvinia.

### **Farmers**

Farmers arrange transport for their employees for shopping opportunities at Carnarvon. There is an established farmer's alliance, which can be contacted through Bertus Steenkamp – 053 382 1626.

### **Public Transport**

There is no existing transport facility throughout the Local Municipality.

### **Roads**

Kareeberg is responsible for the suburban streets in their settlements. The District Municipality maintains the gravel roads linking these settlements.

### **Recommendations**

As stated, this Local Municipality is the worst with regard to transport. It will be very expensive to operate any kind of public transport on a daily basis to link these settlements, more especially those without schools, clinics, etc.

A weekly service could be provided to link the settlements and to transport the pupils of the two boarding schools in Carnarvon to their families for weekends. A service should be conducted to De Aar monthly for extended shopping opportunities.

The Department of Home Affairs should also operate in Carnarvon so that the weekly service can be provided to the community, which can be achieved by appointing a multifunctional officer working on behalf of the Department of Home Affairs within the Local Municipality.

## **7.7 INTEGRATED ECONOMIC PROGRAMME**

### **Introduction**

The Kareeberg Municipality incorporates the erstwhile municipalities of Carnarvon, Vanwyksvlei and Vosburg, with Carnarvon as headquarters.

Vanwyksvlei is approximately 86 km to the North/North West of Carnarvon and Vosburg 100 km to the North/North East of Carnarvon. The total Kareeberg area encompasses approximately 25 866 square kilometers.

### **The historical origins of the three towns**

#### **CARNARVON**

Sir George Napier, the Governor of the Cape at the time, donated the area of what was originally a native Reserve, to the Xhosa Chief Gaika, in 1839.

By that time, many Bushmen had found refuge in the Kareeberge, and Sir George Napier conducted an agreement with Jan Kaffir and his followers, in accordance with which they would drive the Bushmen out. In compensation the Bushmen would be given a total area of 98,000 morgen, which included Harmsfontein (now known as Carnarvon), Schietfontein and Rhenosterpoort.

### **Places of interest and available accommodation**

#### **Museum**

The museum houses about 1000 items depicting the cultural historical development of the Karee

area. The original building was erected in 1703; purchased by the Municipality in 1973, and instituted as a museum in 1978. During what is known as the flower season, the museum is a busy tourist attraction, and one of the most popular reasons for this includes information regarding the renowned poet, A.G Visser, who was a teacher (1896 – 1899); school principal (1899 – 1901); mayor (1899 – 1901) and physician (1907 – 1909), in Carnarvon.

### **National monuments**

The United Reformed Church and the house at No. 11 Church Street (owned by Prof D Greyling) were declared National Monuments in 1987.

Another building of note is what is known as the 'corbel' house, erected in the style of corbel houses dating from 2000BC in Ireland, Scotland and parts of Europe. The floors were generally made of anthill soil, and smeared into a shine with oxblood and oil. The door and a window are on opposite walls, to ensure ventilation and security.

In modern terms, the diameter of the building is approximately 5 metres, (or 20 feet); the height is approximately 7,3 metres (or 24 feet), and the wall is 60 cm (or 2 feet) thick.

These corbel houses were the dwellings of pioneers between 1811 and 1815.

### **The Appie van Heerden Nature Reserve**

This reserve is situated 1 km out, on the road to Loxton. It is approximately 780 hectare in size and home to a selection of wildlife, including Springbuck, Ostriches, Gemsbuck, Zebras, Black Wildebeest, Elk and Blesbuck.

### **Bushman paintings**

These are found on various farms in the district. There is a waterfall and also a hiking trail of approximately 10 kilometres on the farm, Fourieshof.

### **Accommodation**

Carnarvon Hotel	-	Mr & Mrs N Panos	:	053 3823095
Ou Kraal Guest House	-	Mr H van den Bergh	:	053 3823029
Bed & Breakfast	-	Me M Botha	:	053 3823474
Vleispaleis	-	Me M van Heerden	:	053 3824727
Out of Africa	-	Me S Jacobs	:	053 3823185
Stuurmansfontein	-	Mr P Botha	:	0533822 ask for 2102
Osfontein	-	Me N Lubbe	:	0533822 ask for 3513
Dennegeur	-	Mr K Jacobs	:	0533822 ask for 1030
Herbou	-	Mr J Lubbe	:	0533822 ask for 1213

### **Hunting facilities**

There are various farms offering hunting, mainly of Springbuck, during the winter hunting seasons, and the venison is used mainly for biltong and dry sausage. The reasonable tariffs attract hunters from all corners of the country.

### **Development opportunities**

There are areas which could be developed into hiking and cycling trails, and certain 4x4 routes have also been identified, but these have still to be developed as future tourist attractions.

## **VANWYKSVLEI**

In 1880, the engineer, Garwood Alston visited the area where – making us only of hand labour and donkeys – he constructed an earth dam, which – because it was the oldest government earth dam in the southern hemisphere – was later proclaimed a National Monument.

There were then half breeds with the surname “Van Wyk”, and the town was known as Van Wyk’s Vlei Estate. It was eventually altered to simply Vanwyksvlei.

### **Places of interest and available accommodation**

#### **The Earth Dam**

Referred to above is most certainly one of the most interesting tourist attractions.

#### **Clay huts**

A number of houses in Vanwyksvlei are built of clay and have thatched roofs and floors smeared to a shine with cattle dung.

#### **Brickworks**

There is an old fashioned brick factory, where the clay is milled by donkeys and formed into bricks, by hand. These are allowed to dry and then they are baked in a kiln for three weeks before being ready for use.

#### **Accommodation**

Vanwyksvlei Hotel	-	Mr B Genade	:	053 3833011
Jagersberg	-	Me K Torr	:	053 3833013
Smouskolk	-	Mr B Vos	:	0533832 as for 1321

#### **Hunting facilities**

There are various farms offering hunting, mainly Springbuck, during the winter hunting season, and the venison is used mainly for biltong and dry sausage. The reasonable tariffs attract hunters from all corners of the country.

#### **Developmental possibilities**

There are areas which could be developed into hiking and cycling trails, and certain 4x4 routes have also been identified, but these have still to be developed as future tourist attractions. At present the funds for these facilities are just not available.

A study is being made of developing a beading industry in the area, to supply the export market and create work locally.

## **VOSBURG**

A church deacon, by name of PJA Vos, envisaged the establishment of a congregation in Processfontein, and on the 21<sup>st</sup> of November, 1894, a local committee was constituted, and 6559 hectare of the ground was purchased from Mr J Vos. In September 1895 the first erven in this area were sold, and Processfontein’s name was altered to Vosburg, in honour of the Vos family living there. On the 30<sup>th</sup> June, 1896, a public school was opened in Vosburg, and by April 1897 83 pupils had been enrolled.

### **Places of interest and available accommodation**

#### **Fountain**

During normal rainfall seasons the fountain supplies an earth dam with enough water to supply the leading furrows to 62 erven in the entire town. The town itself relies on drinking water from three strong boreholes.

#### **National Monuments**

The Dutch Reformed Church was declared a National Monument in 1978.

#### **Bushman painting**

On the farm Keurfontein, 10 kilometres outside the town, Bushman paintings and an imposing bushman piano are to be seen.

#### **Museum**

There is also a museum housing interesting antiques from the region.

#### **Brickworks**

A brick factory, the exact replica of the one mentioned under Vanwyksvlei (above), also exists.

#### **Accommodation**

Hunters Home Hotel	-	Mr R Eatwell	:	053 6750045
Central Garage	-	Me Z Bezuidenhout	:	053 6750057
Graskop Gastehuis 1631	-	Mr JA Vos	:	0536732 ask for
Nuwedam Safari 1503	-	Mr P Vos	:	0536732 ask for
Die Skerm 1611	-	Mr A Hugo	:	0536732 ask for

### **Hunting facilities**

There are various farms offering hunting, mainly of Springbuck, during the winter hunting season, and the venison is used mainly for biltong and dry sausage. The reasonable tariffs attract hunters from all corners of the country and some fly down to the area.

### **Developmental possibilities**

There are areas which could be developed into hiking and cycling trails, and certain 4x4 routes have also been identified, but these still have to be developed as future tourist attractions.

## 7.8 INTEGRATED SPATIAL DEVELOPMENT FRAMEWORK

The development of a spatial framework for each of the settlements / towns within the Kareeberg Municipality has been identified as a priority. Through these spatial development frameworks the Municipality intends to address the following principles and land development guidelines.

### Spatial development

#### A. Spatial integration

By identifying development areas which will lead to the integration of the town, the distorted spatial patterns evident in Kareeberg could be eliminated.

#### Carnarvon

In Carnarvon the following has become apparent:

Development to the west is restricted by land ownership. The commonage stops immediately next to Bonteheuwel.

To the south the railway line forms a natural barrier. To the south of the railway line the topography is not conducive to economic development – the ground slopes too steeply.

The position of the existing reservoir also restricts development above the 1260 contour. As development there lead to inadequate residual pressures so that additional, higher elevated reservoirs, will have to be constructed.

The Carnarvon River that flows through the town also forms a barrier to integration of the town. Access between Bonteheuwel and the main town is also restricted by the river. The construction of an additional, shorter access link between Bonteheuwel and the main town (Die Bult area) should be considered. This might have a positive impact on social as well as economic development.

Flood lines (1:50 year) should also be identified in order to ensure that no development takes place below these lines.

In Die Bult numerous stands are available, but some residents have cultural reservations as the stands are too close to the cemetery.

An area in town, to the east of Die Bult and to the west of the road to Bonteheuwel, has been identified as the first option for new housing development.

The second most favourable area for housing development is north east of the road to Prieska, after the turn off to Vosburg. Other land uses in the area will have to be taken into consideration when developing this area.

The golf course to the south west of the town, between the Williston - Loxton road, also restricts development in this direction.

A number of households are currently squatting on informal land between the school and Bonteheuwel. A water source runs through this area, rendering it unsuitable for housing development, and the dwellers there will have to be relocated eventually.

## **Vosburg**

In Vosburg the following has become apparent:

The commonage ends on a diagonal line running South east to North West immediately adjacent to the town. Private ownership will make development difficult beyond this line.

The water stream running to the south and east of the town, restricts development in this direction.

For water supply purposes development should be restricted to below the 1140 contour. Residual water pressure problems could be expected above this contour line.

Although there is no urgent need for new residential development, the following areas could be suitable:

The area around the sport stadium between the Coloured Township and Vosburg proper.

The area north of Vosburg proper, to the east of the road to Prieska, up to the cemetery to the north and the commonage boundary to the east. The cemetery might play a role in the acceptance of this area by the community so that this area is not seen as a top priority.

There are numerous vacant stands in Vosburg proper, and densification should be considered, provided it is acceptable to the communities.

## **Vanwyksvlei**

Analysis of the development trends, opportunities and constraints, identified the following:

The area between the coloured and white towns has been earmarked for a housing project. This is the preferred area as it will support integration.

Due to water problems, development above the 980 contour should be avoided.

Agricultural activities to the West and North restricts development in this direction.

## **B. Environment**

The problems with regard to erosion need to be addressed in the environmental development plan and the necessary inputs should be made, taking into consideration the proposals in this spatial development framework.

### **Land development guidelines**

Based on the status quo report and the growth figures, about 30 hectares of land are needed to accommodate growth in the next 5 years. By making land available and involving communities in the processes, the problems associated with squatting and informal land occupation could be eliminated.

As the towns have vacant erven available the development potential should be investigated before a final decision is taken. Aspects such as ownership, cost of property, availability of services and timeframes should be considered carefully.

The formalisation of land and the securing of tenure are very important. If people are able to take transfer of land, they accept ownership, they can apply for subsidies and a tax base is created for the municipality.

### **Spatial development strategies**

The spatial framework makes provision in the strategy phase for development of the towns in Kareeberg as indicated on the maps. The municipality should appoint town planners to submit proposals which include densification, redevelopment or infill planning of residential areas and more affordable layouts from an infrastructure and planning point of view. The provision of sites for businesses, social services and open areas should be planned carefully, taking into account walking distances and the areas to be served by these facilities.



## 7.9 DISASTER MANAGEMENT PLAN

### Regional Boundaries

#### A. Carnarvon

Carnarvon is reasonably central to the area and is surrounded by hills and the Carnarvon rift which loops from East to West round the Northern area of the town. Map no 3022 CC, 1260 m above sea level, RV 079736.

The neighbouring towns are as follows:

Williston	135 km west	R63 tar road
Vanwyksvlei	85 km north, North West	R361 gravel road
Vosburg	85 km north	R384 gravel road
Loxton	67 km south	R63 tar road

#### B. Vanwyksvlei

Map no 3021 BD, height above sea level 980 m.

The neighbouring towns are as follows:

Carnarvon	83 km south east	R361 gravel road
Prieska	118 km north, north east	R357 gravel and tar
Kenhardt	150 km North West	R361 gravel road

#### C. Vosburg

Height above sea level 1,800 m.

The neighbouring towns are as follows:

Carnarvon	100 km north east	R384 gravel road
Britstown	62 km east	R384 gravel road
De Aar	107 km east	R384 gravel road

#### A. Carnarvon

### Rivers

The Carnarvon rift originates in the Kareeberge and flows through the area in a Northwest direction into the Orange Rivier. The Sakrivier has a number of water pools and, although neither of these rifts could be considered “constant” rivers, they fill up so rapidly and have such a strong overflow during heavy rains, that there is the very real danger of farm dams in the vicinity bursting their walls.

In fact, flooding caused by these rifts during heavy downpours has already, in the past, necessitated the evacuation of the Danie van Hyssteen Home for the Aged.

## **Vegetation**

Self sown seedlings; annual and perennial grasses, bushveld and brushwood, which include most of the thorn tree varieties, constitute the main vegetation. Larger trees are sparser.

## **B. Vanwyksvlei**

The area is stony, with a ridge of stony hills, and in the North-Eastern region there are sand dunes.

## **Rivers**

The only river in this area is the Carnarvon rift. The many and voluminous water furrows flow only after rain. As already mentioned, the Carnarvon rift overflows during heavy rains, but evacuation of homes in this area has not yet been necessary. There are no bridges.

## **Vegetation**

This corresponds with the vegetation found in the Carnarvon area.

Meteorological conditions

## **Carnarvon**

### **Rainfall**

This is a summer rainfall area, with an average annual precipitation of 130 – 220mm.

### **Wind**

Strong Westerly winds blow during August, but no disasters have yet taken place.

## **Vanwyksvlei**

### **Rainfall**

This, too, is a summer rainfall area where precipitations are generally accompanied by heavy thunder and hail storms, which often cause power failures and hail damage. There is very little rain during the winter.

### **Wind**

There are no abnormally strong windstorms, and the whirlwinds which do take place, have never yet ripped off roofs.

Vosburg

### **Rainfall**

This corresponds exactly with that mentioned in respect of Vanwyksvlei above.

### **Wind**

This, too, is precisely as mentioned under Vanwyksvlei above.

### **Infrastructure**

#### **A. Carnarvon**

### **Population statistics**

Figures obtained from Department of Statistics, Kimberley – 2001 Sensus

<b>Urban</b>	<b>Black</b>	<b>Coloured</b>	<b>Indian</b>	<b>White</b>	<b>Unknown</b>	<b>Total</b>
<b>Male</b>	64	2093	3	196	23	2379
<b>Female</b>	60	2550	6	265	22	2903
<b>Total</b>	124	4643	9	461	45	5282

### **Connecting roads**

#### **Roads**

The main road that forms part of the main route from Calvinia to Victoria West runs in a South-West direction through the area.

Main roads	-	66 km tar
		64 km gravel
Divisional roads	-	55 km gravel
Subordinate roads	-	± 280 km gravel

#### **Bridges**

One bridge at the town over Carnarvon Rift

One bridge approximately 15 km out of town on the Carnarvon/Vanwyksvlei main road

#### **Railways**

One railway line runs from Hutchinson (where it connects with the main line from Johannesburg to Cape Town) via Carnarvon and Williston to Calvinia. Goods traffic runs weekly.

#### **Air fields**

The air field is situated 2 km outstand of town on the Loxton/Carnarvon road RV 081714. There are three gravel runways, 1066, 1219 and 1249 m each. The runways can accommodate aircraft from Dakotas to Hercules.

Latitude - 22°05' East

Available aircraft: 1 of Dr AJ Vorste

### **Transport Services**

All farmers in the area use bakkies, while approximately 15% own heavy duty vehicles. SA Post Office delivers mail from Upington on a daily basis. XPS courier service runs a daily motor transport service on a daily basis from Upington – Prieska – Carnarvon – Vanwyksvlei – Upington.

### **Halls**

Youth Centre	-	200 people - 053 3823084/68
Carnarvon High School	-	400 people - 053 3823061
Ons Tuiste	-	200 people - 053 3823452
Senior Secondary School	-	400 people - 053 3823632
Guest House	-	180 people - 053 3823004
Commemoration Hall	-	150 people - 053 3823012
Municipal Hall	-	100 people - 053 3823012
Agricultural Hall	-	200 people - 053 3823061
Gholf Club	-	50 people
Community Hall	-	1400 people - 053 3823012

### **Schools**

Combined Carnarvon High School with hostel and 2 school halls which can accommodate 400 people

The school has 690 pupils and 25 teachers. The hostel can accommodate 70 pupils plus teachers and has a kitchen and wash rooms.

Marcia Louw Nursery School: 18 pupils and 2 teachers

Carel van Zyl: 1182 pupils and 31 teachers

Senior Secondary School with hostel and halls: 358 pupils and 14 teachers. Hostel has 130 residents.

### **Churches**

The NG Church hall next to the church can accommodate 200 people and has a kitchen, 10 classrooms, 1 flat and toilet facilities.

APK Church without hall.

VG Church without hall has 700 seats

AME Church without hall has 150 seats

Anglican Church without hall has 150 seats

Full Evangelistic Church has 150 seats and toilet facilities

New Apostolic Church has toilet facilities

Assemblies of God has 200 seats

Home for the Aged

Home Danie van Huyssteen has 28 residents. A flood danger does exist and residents might have to be evacuated when heavy downpours are experienced. A emergency plan is attached.

### **Water supply**

Six boreholes within a one kilometer radius from the town, as well as Saaipoort which is 16 km outside Carnarvon on the road to Vanwyksvlei, are equipped with electrical pumps which supply water to a service reservoir (to the south of the town on Koeelkop). This reservoir has a storage capacity of 1500 kl and the water reaches the town's distribution network by free-flow. Many of the erven in the town have boreholes of their own.

### **Sewage system**

The bucket system in Bonteheuwel is being phased out and replaced by 850 waterborne systems. The town, and part of Bonteheuwel, the Scheme and Erven, are serviced by a suction pump system, and the remainder use the bucket system. The hostel, school, hospital and old aged home, are serviced by a proper sewage system.

There is a purification plant which fulfils all further needs and which is served by two suction pump tankers, each with a capacity of 5.5 kl. A number of erven still rely on septic tanks. The removal of plastic refuse bags is done once a week.

### **Electricity**

Electricity is supplied by Escom and distributed through municipal substations.

### **Medical and Health services**

Hospital: There is a State hospital within the North East of the town. The hospital has 25 beds and 43 staff members. There is one theatre and an X-ray unit. There is a nurses' home, and the hospital is equipped with an emergency electricity supply unit.

Clinics: The State runs the Carnarvon PHC (clinic), with 3 sisters, 3 nurses and 1 general assistant.

Ambulance Services: This is also run by the State and comprises 3 ambulances, busses (16-seater) and there are 4 full-time ambulance drivers and 2 contract drivers.

Medical supplies: These are available at the clinic and also at the local doctors.

### **Fire fighting**

The tanker, supplied with a high pressure pump, is stored at the caravan park and is manned by municipal employees. There are five hydrants in strategic places in town. There are six fire hoses, and two taps on the vehicle, and ten fire hydrants in the town.

### **Traffic control**

There is no traffic department in Carnarvon.

### **SAPD**

There is one charge office with a station commander and 39 staff members. There are seven police vehicles and two sedans. There is also radio contact between the Municipality and the Police.

### **Post Office**

The Post Office is in the middle of the town and the exchange is situated approximately 150 m from the Post Office. The Post Master is responsible for 3 permanent and 2 temporary staff members.

### **Magistrate's Office**

There is one Magistrate and 4 staff members. They have 1 motor car and 1 bakkie at their disposal.

### **VANWYKSVLEI**

### **Population Statistics**

The population is distributed mainly on farms through the area.

Urban	Black	Coloured	Indian	White	Unknown	Total
Male	78	3903	6	45	0	4444
Female	77	4414	6	541	0	5038
Total	155	8317	12	998	0	9482

### **Connecting roads**

The area has no tarred roads.

Main roads (gravel): Carnarvon – Vanwyksvlei – Kenhardt

Vanwyksvlei – Copperton

## Vanwyksvlei – Brandvlei

Divisional roads (gravel): A network of divisional roads are connected to the main roads.

Smaller bridges span across seasonal rivers and low water bridges span across springs.

### **Railways**

There are no railway lines in the area

### **Air fields**

There is an air field with a gravel landing strip of 920 m outside the town RV 420820. There are no available aircrafts in the area.

### **Transport services**

There are no transport services in the area.

### **Schools and halls**

There is one school in the town. A Dutch Reformed Church hall seats 240 people and has cooking facilities and electric stoves.

### **Churches**

NG Church

NG Missionary Church

Full Evangelist Church

Congregational Church

AME Church group

Spadereense Church

### **Old Age Home**

There is no such home in the town.

### **Water supply**

Water is supplied by 5 boreholes, each equipped with a pump. Three diesel driven pumps supply water to a reservoir with a storage capacity of 150 kl. Two electric pumps supply two other reservoirs. Water scarcity is serious, so these reservoirs are considered to be strategic points.

### **Sewage and sanitation**

There is no sewage farm. Most dwellings have French drains and sewage is pumped into a tank (with a capacity of 2000 litre), drawn by a tractor. The townships rely mainly on VIP's. There are very few homes which have flush sanitation.

Rubbish, in black bags, is removed by a tractor and trailer.

### **Electricity**

Escom supplies electricity through the Karoo substation. There is no provision for an emergency supply

### **Medical and Health**

There is no hospital in Vanwyksvlei

Clinics

One State subsidized clinic, staffed by one sister and one nurse, also houses a pharmacy and surgery, which is used once a week by doctors from Carnarvon.

### **Auxiliary services**

These do not exist in Vanwyksvlei.

### **Ambulance services**

The area is served by an ambulance from Carnarvon. The driver is a trained paramedic.

### **Pharmacies and medication**

As mentioned, the clinic provides for these.

### **Emergency facilities**

Members of the public have spare beds and blankets, and blankets are also available from shops in the town. The following buildings could also serve as emergency shelters:

Dutch Reformed Church Hall

Vanwyksvlei Hotel Annex

WR Burger Hall

Community Hall

Hall at sportsground

Old primary school



Luckhoff Home

### **Fire fighting facilities**

These do not exist

### **Traffic control**

This is done by the SAPD and Provincial traffic officials.

### **SAPD**

There is one charge office with a commanding officer, and six staff members. Twelve men and 8 women to 4 police vehicles. The SAPD is connected to the Disaster Management's radio network – Kilo.

### **SAA**

The Commando office in Carnarvon is in direct contact with the head office in Oudtshoorn, and also with the Disaster Management's radio network – Kilo.

### **Postal services**

The post office, with a staff of two, is situated in the middle of the town. There is an automatic landline telephone exchange, but service to the surrounding farms still depends on the old "hand" exchange and has an emergency power generator.

## **VOSBURG**

### **Population statistics**

	Black	Coloured	Indian	White	Unknown	Total
Urban M/F	0	980	0	120	0	1100
Rural M/F	0	0	0	0	0	400
Total	0	980	0	120	0	1500

### **Connecting roads**

Roads

Tar road: R384 Vosburg – Carnarvon – 100 km, 20 km from Carnarvon and then again 10 km from Vosburg which is tarred.

Tar road: Vosburg – Victoria West – 100 km, 60 km gravel and 50 km tar road across Wolwekop.

Tar road: R384 Vosburg – Britstown - 80 km

Gravel road: R403 Vosburg – Victoria West 104 km

### **Air fields**

There is an air field is a gravel landing strip of 1,2km 500 km outside of town.

### **Schools and halls**

Delta Primary School is the only school.

There is a community hall with electricity and can accommodate 300 people

There is an agricultural hall with electricity and cooking facilities and can accommodate 150 people.

### **Churches**

NG Church

United Reformed Church

Immanuel Pinkster

### **Water supply**

Water is supplied by 3 boreholes; each equipped with an electrical pump to pump the water to the reservoir.

### **Sewage and sanitation**

There is no sewage farm. Most dwellings have French drains and sewage is pumped into a tank drawn by a tractor. The townships rely mainly on VIP's. There are very few homes which have flush sanitation.

Rubbish, in black bags, is removed by a tractor and trailer on a weekly basis.

### **Electricity**

Escom supplies electricity through the Swartbaadjie substation.

### **Medical and Health**

There is a day hospital staffed by 2 sisters and 4 nurses. A doctor from Victoria West visits the hospital once a week. There is an ambulance service and a emergency physician. Medical

supplies are available at the clinic.

### **Fire fighting facilities**

There is a rinkhalsbrandbestrydingspomp and watercard which needs to be pulled by a tractor

### **Traffic control**

Traffic control is executed by SAPD

### **SAPD**

There is one charge office with a commanding officer and six staff members. The SAPD is connected to the Disaster Management.

### **SAA**

Piet van der Westhuizen is in charge

Ward 1 - Town, Louis van der Merwe

Ward 2 - Pretoriuskop, Kosie Smit

Ward 3 - Wielpan, Altus Hugo

Ward 4 - Groenrivier, Johan van Rensburg

Ward 5 - Soutpan, Pierre Steenkamp

### **Postal service**

The Post Office (agency) has one staff member. The town has an automatic telephone system, while the farms still function with a “hand” exchange.

### **Provision services**

	<b>Carnarvon</b>	<b>Vankwysvlei</b>	<b>Vosburg</b>
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<b>Fuel</b>	<u>Uitstaan Motors</u>  Petrol 37 000 litres and Diesel 14 000 litres  <u>Mollers Garage</u>  Petrol 46 000 litres and  Diesel 23 000 litres  BKB	Karoo Vleisboere	Sentral Garage  Karoo Vleisboere
<b>Businesses</b>	Spar Super market  Jacobs Brothers  Multisave  Fiza Handel  Tuisvlyt  Kareeberg Butchery  Henshup Super market  One Stop Cafe  Plaaspot  Kallie se winkel	Cornau Handel  Indraf Cafe  Fanny se winkel  Vanwyksvlei Cafe  Dorperland	Vosburg Merchants  Karoo Vleisboere  Bakery  Chemanchem
<b>Restaurants, Hotel and Guest House</b>	Carnarvon Hotel  Ou Kraal Restaurant  Koffie Paleis  Bed & Breakfast  Vleispaleis  Out of Africa		Hunters Home Hotel

<b>Motor and General Repair services</b>	Roy Riley Welding works Uitstaan Motors Mollers Garage Leon Swanepoel Wind mill and general repair services Vaalhoek Enginering works Carnarvon Bakwerke Carnarvon Tyres Thabahantu		Central Garage AE Motor Mac
<b>Doctors</b>	Dr AJ Vorster and Partners Hospital Clinic Medicine Cabinet		
<b>Clothing</b>	Pep Stores Su Boutique China Shop		
<b>Banks</b>	ABSA Bank Standard Bank		
<b>SAPD</b>			
<b>Industrial areas</b>	Meatrio Abattoir Karoo Tripes Top Tjops		
<b>Agricultural equipment</b>	BKB JD's Hot Stuff KVB	KVB	KVB

## 7.10 DELEGATION OF POWERS

### 4.2.4.1 OBJECTIVES OF DELEGATION

- To ensure maximum administrative and operational efficiency
- To provide for adequate checks and balances
- To delegate decision-making to the most effective level within the administration
- To involve employees in management decisions as far as practicable
- To promote a sense of collective responsibility for performance
- To clarify duties for the management and co-ordination of administrative components, systems and mechanisms
- To define the duties of each political structure and political office-bearer
- To determine the relationships amongst the political structures, political office-bearers and the administration, and the appropriate lines of accountability and feedback from each of them

### 4.2.4.2 POWERS DELEGATED:

#### ❖ THE MAYOR

The following statutory powers and duties are delegated to the Mayor in accordance with the provisions of section 37 of the Municipal Structures Act, 1998;

1. Must preside at meetings of the Council;
2. Must ensure that the Council meets at least quarterly;
3. Must maintain order during meetings of the Council;
4. Must ensure compliance with the Code of Conduct for councillors in the meetings of the Council and Council's Committees;
5. Must ensure that Council Meetings are conducted in accordance with the standard Rules and Orders of the Council;
7. Must convene Special Meetings of the Council at the venue determined by her/him and at the time set out in any request that such a meeting be convened in terms of section 29(1) of the Structures Act, 1998;
8. Must ensure that the provisions in respect of privileges and immunities of Councillors, as set out in section 28 of the Structures Act, 1998 or any other applicable legislation, are adhered to;
9. Must submit all required reports to Council.
10. Oversees that the Committees of Council exercise and fulfil all their powers and duties;

11. Is the official Councillor responsible for finances, unless otherwise decided
12. Promotes the image of the Municipality;
13. Leads and promotes social and economic development of the municipality;
14. Performs ceremonial duties as determined by Council;
15. Liases with the community.

#### ❖ **FINANCIAL COMMITTEE**

1. The financial committee shall make recommendations to the council –
  - by council resolution,
  - when the need occur,
  - on issues applicable to the specific committee.
    - a) Monitor the implementation and enforcement of the Municipality's Credit Control and debt Collection Policy and By-laws and the performance of the Accounting officer in implementing the Policy and By-Laws;
    - b) The evaluation or review of the Municipality's Credit Control and Debt Collection Policy and By-Laws, and implementation of such in order to improve efficiency of their mechanisms, processes and procedures;
    - c) Approval or ratification of overtime-work by employees;
    - d) Implement an Internal Audit Committee and oversee the performance of the internal Audit committee;
    - e) Implement corrective measures according to recommendations from internal audit committee
    - f) Oversee and monitor the monthly financial report, to council.

#### ❖ **ADMINISTRATION COMMITTEE**

- The Administration Committee shall make recommendations to the council –
- by council resolution,
  - when the need occur,
  - on issues applicable to the specific committee.
- a) Arrangement, in consultation with the Mayor and Accounting officer processions and meetings;
  - b) Management of the development and drafting of the Municipality's Performance Management System;
  - c) Make recommendations on the use of a coat of arms, flag and banner of any of the towns within the Municipality for commemorative and other purposes;

#### ❖ **TECHNICAL COMMITTEE**

- The Technical Committee shall make recommendations to the council –
- by council resolution,
  - when the need occurs,
  - on issues applicable to the specific committee.
- (a) Approval of the demolition and /or conversion of residences;
  - (b) Approval of applications to close streets in residential areas for street "braais", bashes and other similar occasions;
  - (c) Granting of permission for temporary use of land, taking Council Policy Into account;
  - (d) The sale of Industrial sites owned by the Municipality in terms of an approved deed of sale and an approved price;
  - (e) Waiving of Council's rights in respect of servitudes;

- (f) The consideration and approval of applications for the provision of water outside the municipal area;
- (g) At such intervals as may be determined by the Council, report to the council regarding all decisions and recommendations made by it;
- (h) Requests for the use of servitude areas created for Municipal purposes, for building purposes or for the erection of other structures: Provided that such use of the servitude area does not prejudice the purpose for the which the servitude was registered;
- (i) Applications for the consolidation of land which does not belong to the Municipality and the setting of building-clause conditions to be registered against the titles of the stands concerned, as well as the determination of servitudes for the protection of services and their application in which subdivisions are made;
- (j) Approval of applications for subdivisions of land which does not belong to the Municipality and also the approval of applications for the abrogation of a title condition which prohibits such a subdivision and, where necessary, the setting of building-clause conditions to be registered against the titles of the stands concerned, as well as the determination of servitudes to protect services and their application in cases in which subdivisions are made;
- (k) Approval of rezoning applications in respect of land within the guidelines area; and
- (l) Approval of applications for the relaxing of street building lines in respect of single residential stands in terms of the Town Planning Scheme.

#### ❖ **SOCIAL AND ECONOMIC COMMITTEE**

The Social and Economic Committee shall make recommendations to the council –

- by council resolution,
- when the need occurs,
- on issues applicable to the specific committee.

- (a) Local Economic Development.
- (b) Involvement of communities and community organisations in the affairs of the Municipality;
- (c) Ensuring that due regard is given to public views and reporting on the effect of consultation on the decisions of the council;

#### ❖ **POWERS DELEGATED TO THE ACCOUNTING OFFICER AS HEAD OF THE ADMINISTRATION**

As Head of the Administration, the following statutory powers and duties are delegated to the Accounting officer in accordance with a the provisions of the Municipal Structures Act, 1998 and the Municipal Systems Act, 2000;

1. Forms and develops an economic, effective, efficient, accountable and performance driven administration for the Municipality in accordance with the provisions of section 55 of the Municipal Systems Act, 2000;
2. Manage the municipality's administration in accordance with the provisions of the Municipal Systems Act, 2000 and other legislation applicable to the Municipality;
3. Implement the Municipality's Integrated Development Plan, monitors and evaluates progress with the implementation of the Plan;
4. Manage the provision of services to communities, residents and ratepayers in a sustainable manner;
5. Controls and manages the effective utilisation and training of staff;  
Maintains discipline of staff;
6. Promotes sound labour relations and compliance by the municipality of labour



- legislation, conditions of service and collective agreement;
7. Advise political structures and functionaries of the municipality;
8. Manage the communication between the municipality's administration and its political structures and political office bearers;
9. Carry out the decisions of the structures and functionaries of the municipality;
10. Administers and implements the municipality's by-laws and other legislation;
11. Implements national and provincial legislation applicable to the municipality;
12. Facilitates participation by communities, residents, ratepayers and other stakeholders in the affairs of the municipality;
13. Implements and enforces the Municipality's Credit Control and Debt Collection Policy and relevant By-laws in accordance with the provisions of section 96 of the Municipal Systems Act, 2000;
14. Establishes effective administrative mechanisms, processes and procedures in accordance with the Credit Control and Debt Collection Policy and relevant by-laws of the Municipality, to collect money due and payable to the Municipality in accordance with the provisions of section 96 and 98 of the Municipal Systems Act, 2000;
15. Gives authorisation to officials concerned, to obtain access, at all reasonable hours, to premises in the Municipality in order to read, inspect, install or repair any meter or service connection for reticulation, or to disconnect, stop or restrict the provision of any service in accordance with the provisions of section 101 of the Systems Act, 2000;
16. Is the custodian of all records and documents of the Municipality, except where otherwise provided, in accordance with the provisions of section 117 of the Municipal Systems Act, 2000;
17. On written request by staff member, makes a copy of, or extract from, the staff systems and procedures of the Municipality, including any amendments, available to that staff member in accordance with the provision of section 67 of the Municipal Systems Act 2000;
18. Provide a copy of the Code of Conduct, including any amendments, to every member of the staff of the municipality in accordance with section 70 of the Municipal Systems Act, 2000;
19. Ensures that the purpose, contents and consequences of the staff systems and procedures of the Municipality and the Code of Conduct for Officials are explained to staff members who cannot read, in accordance with the provisions of section 67 and 70 of the Municipal Systems Act, 2000;
20. Promptly submit an appeal received by him/her from a person whose rights are affected by a decision taken by a delegated body in terms of a power or duty delegated or sub-delegated by a delegating authority to that delegated body against the decision, to the delegating authority concerned in accordance with the provisions of section 65 of the Municipal Systems Act 2000;
21. Report on the existing delegations issued by the Council and other delegating authorities of the Municipality, and to make recommendations on any changes that he may deem necessary whenever it becomes necessary to review the Municipality's delegations in accordance with the provisions of section 60 of the Municipal Systems Act, 2000;
22. In the event off legal proceedings by or against the Municipality, signs certificate to the effect that the Municipality uses the best known, or only, or most practicable and available methods in exercising any power performing any duty assigned to it in terms of any legislation, which certificate must, in accordance with the provisions of section 110 of the Municipal Systems Act, 2000 on its mere production by any person be accepted by the Court as evidence of that fact;
23. Is responsible and accountable for all the Municipality's income, expenditure, assets and liabilities, and the proper and diligent compliance with the provisions of the Municipal finance management legislation and in accordance with the provisions of section 55 of the Municipal Systems Act, 2000;
24. Compromise or compound any legal, claim or proceedings, and submit to

- arbitration any matter other than a matter involving a decision on the status, powers or duties of the Municipality of the validity of its Acts or by-laws, in accordance with the provisions of section 109 of the Municipal Systems Act, 2000;
26. Within a policy framework determined by the Council-
    - (a) Approves a staff complement for the administration;
    - (b) Provides a job description for each post on the staff establishment for evaluation purposes;
    - (c) Aligns the remuneration and other conditions of service for each post on the staff establishment in accordance with applicable labour legislation and any collective agreement;
    - (d) Regularly evaluates the staff establishment and if necessary, review the staff establishment and the remuneration and Conditions of Service.
  27. Appointment of personnel beneath managerial level in accordance with the Employment Equity Plan of the municipality, subject to the Employment Equity Act, 1998 (act No 55 of 1998) ;
  28. Application of personnel conditions of service and implement labour legislation;

#### ❖ OTHER POWERS DELEGATED TO THE ACCOUNTING OFFICER.

1. The Accounting officer is responsible for-
  - a. All income and expenditure of the Municipality;
  - b. All assets and the discharge of all liabilities of the Municipality; and
  - c. Proper and diligent compliance with the Municipal Finance management legislation.
2. Ensuring that the Municipality has and maintains-
  - a. Effective, efficient and transparent systems of financial and risk management and internal control;
  - b. A system of internal audit;
  - c. An appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective; and
  - d. A system for properly evaluating and prioritising all major capital projects prior to a final decision on the project.
3. Keeping full and proper records of the financial affairs of the Municipality in accordance with any prescribed norms and standards;
4. The effective, efficient, economical and transparent use of the resources of the Municipality;
5. Taking effective and appropriate steps to-
  - a. Collect all money due to the municipality;
  - b. Prevent unauthorised expenditure;
  - c. Prevent losses resulting from possible criminal conduct; and
  - d. Manage available working capital efficiently and economically.
6. Without delay, reporting all losses as result of suspected criminal conduct and irregular expenditure to the South African Police Service;

7. The management, including the safeguarding and the maintenance of the assets, and the managing of the liabilities of the Municipality;
8. Compliance by the Municipality with any tax, levy duty, pension and audit commitments as may be required by legislation;
9. On discovery of any unauthorised expenditure, immediately reporting in writing, particulars of the expenditure to the Mayor, Members of the Executive Council of the province responsible for Finance, Local Government and the Auditor-General.
10. Taking effective and appropriate disciplinary steps against any employee who-
  - (a) Contravenes or fails to comply with a provision of the Municipal finance management legislation, financial by-laws, policies and procedures of the Municipality.
  - (b) Commits an act which undermines the financial management and internal control system of the Municipality; or
  - (c) Makes or permits any unauthorised or fruitless expenditure.
11. Enforcing compliance with any prescribed conditions if the municipality gives financial assistance to any entity or person.
12. Ensuring the submission by the Municipality of all reports, returns, notices, explanations and motivations and other information to the Provincial Treasury, the National Treasury, the Provincial Treasury or the Auditor-General, as may be required by the Municipal finance management legislation;
13. Complying and taking all reasonable steps to ensure compliance by the Municipality with the provisions of the applicable Municipal finance management legislation;
14. Ensuring that expenditure of the Municipality is in accordance with the approved budget and that effective and appropriate steps are taken to prevent-
  - a. Overspending of the approved budget;
  - b. Under collection of revenue due to the Municipality; and
  - c. Unauthorised and fruitless expenditure;
15. Within 10 days of the end of each month submitting, to the council:
  - a. Information, in the format prescribed by the National Treasury, on actual revenue and expenditure for that month;
  - b. A projection of expected expenditure and revenue collection for the remainder of the current financial year;
  - c. When necessary, an explanation of any material variances, and
  - d. A summary of the steps that are taken to ensure that the projected expenditure and revenue remain within the approved budget.
16. Reporting to the council, any impending-
  - a. Under-collection of revenue due;
  - b. Shortfalls in budgeted revenue;
  - c. Overspending of the approved budget and
  - d. Any appropriate steps to be taken to rectify the situation.
17. Utilising a saving in the amount appropriated under a vote in a budget towards the defrayment of excess expenditure under another vote in the same budget, unless the Council directs otherwise and must as soon as possible table in the municipal Council a report containing the prescribed particulars concerning the utilisation of such a

saving.

18. Preparing Financial Statements for each financial year in accordance with generally recognised accounting practices reflecting any financial stake the Municipality may have in any other undertakings and submit those financial statements to the Auditor-General for auditing within two months after the end of the financial year.
19. Within one month of receiving the Audit Report from the Auditor-General, tabling in the Council an Annual Report on the activities of the Municipality and the municipal entities concerned during the financial year, a copy of the (consolidated) Financial Statements and the Audit Report and submitting to the National Treasury and the Provincial Treasury-
  - a. Copies of the Annual Report, the (consolidated) financial Statements and the Audit Report; and
  - b. Particulars of any corrective action taken in response to the findings of the Audit Report;
20. Giving reasonable written notice of any meetings where the Financial Statements and Audit Report will be considered to the Auditor-General, the Provincial Treasury and the Provincial Department responsible for Local Government and submit copies of the Minutes of these meetings to the Auditor-General, the Provincial Department responsible for Local Government.
21. If she/he fails to submit Financial Statements to the Auditor-General or to table financial statements and the Auditor-General's audit report on those statements in the Council, he or she must promptly table in that Council a written explanation setting out the reasons why they were not submitted.
22. When an annual Budget is tabled in the Council, the Accounting officer submitting measurable incomes and expenditure targets of the financial year to which the budget relates.
23. Enforcing compliance with the provisions of relevant legislation regarding the revenue fund. If she or he is unable to comply with this responsibility, he or she must promptly report the inability, together with reasons, to the Council, the National Treasury and the Provincial Treasury.
24. Giving public notice in a manner determined by the Council of the time, date and venue of every-
  - a. Ordinary Meeting of the Council and any Committee; and
  - b. Special or Urgent meeting of the council and any Committee.
25. Determining and recovering the amount of any loss or damage incurred by the Municipality from the person who was responsible for the loss or damage in appropriate cases institute disciplinary action. An employee who is or was employed by the Municipality is responsible for a loss or damage if it is proven during a disciplinary enquiry that he/she-
  - a. Failed to collect money owing to the Municipality, the collection for which he/she was responsible;
  - b. Is or was responsible for a payment of money without proper authority or without following the prescribed procedure or without a proper supporting voucher;

- c. Due to an omission to carry out his/her duties, is or was responsible for fruitless expenditure;
- d. Is or was responsible for damage to or the destruction of money of the Municipality, stamps or other face value documents or securities or other property of the Municipality; and
- e. Due to an omission to carry out his/her duties is or was responsible for a claim against the Municipality;

26. Recovering the amount of any unauthorised expenditure from the person who was responsible for incurring such expenditure or the beneficiary thereof.  
Expenditure is unauthorised when-

- a. A payment had been made without provision, having been made in the approved budget, with due regard for any legal provisions governing payment;
- b. A payment or part of any payment resulting in the total amount of the approved budget or a vote in the budget being exceeded;
- c. Any external or internal authorisation required by law for a payment cannot be produced;
- d. A payment had been made without proper legal authority or inconsistent with any legal requirements; and
- e. Expenditure from a vote in the budget that is unconnected with the purpose of that vote.

#### **❖ ADDITIONAL POWERS, FUNCTIONS AND DUTIES DELEGATED TO THE ACCOUNTING OFFICER**

1. To commence with any legal process, whether criminal or civil, on behalf of the Council and to defend or oppose any legal process, whether criminal or civil, against the Council;
2. To submit or oppose an appeal to a higher court or other body in respect of a judgement given by a lower court or body concerned;
3. In consultation with the Council, to incur expenses to appoint investigators to obtain evidence in cases of alleged irregularities or misconduct;
4. To advise the Council on the granting of legal aid to employees in terms of section 73b of the Local Government Ordinance, 1982;
5. To decide about the refunding of tender deposits in respect of those tenders where the Council has no contractual obligation to refund deposits;
6. To sign the following documents-
  - a. Together with the Mayor, the granting of Honorary citizenship and freedom of the Municipality;
  - b. Documents for the transfer or acquisition of immovable property or rights in respect thereof;
  - c. Documents to commence with any legal process, whether criminal or civil, on behalf of the council and to defend or oppose any legal process, whether criminal or civil, against the Council;
  - d. Documents necessary to submit or oppose an appeal to a higher court or other body in respect of a judgement given by a lower court or body concerned; and

- e. Any other contract or document not specified in respect of any Departmental Head.
- 7. In his or her discretion, not to lease a hall of the Council if he or she is of the opinion that the risk involved is too high;
- 8. To turn down any applications for donations, which cannot be considered in terms of Council Policy;
- 9. To close Council's Libraries on a temporary basis;
- 10. To perform the functions and exercise the powers vested in the council in terms of the provisions of-
- 11. Sections 3(1) to 3(7) of the Civil Protection Ordinance, 1977 (Ordinance No 10 of 1977). Any financial implication in terms of this delegation must be submitted to the Council for approval.
- 12. To grant of permission for the free use of Council premises for departmental functions and other municipal-orientated activities/events;
- 13. In consultation with the Departmental Head concerned, to dismiss with proper notice, any employee, whether in a permanent or temporary post, if his or her services are no longer required, subject to the provisions of labour legislation;
- 14. In consultation with the Departmental Head concerned, to decide about the acceptance or not of a notice of termination of service received from an employee on a shorter period than the period set in the conditions of service of the employee;
- 15. In consultation with the Departmental Head concerned the authority to extend the validity of non-accumulative leave of an employee.

#### ❖ **CHIEF FINANCIAL OFFICER**

- 1. The authority to collect money owed to the council in terms of contract legislation, court orders and decisions of the Council or any other legal basis.
- 2. In consultation with the Accounting officer, authority to commence with a legal process on behalf of Council in respect of the recovering of any money owed to the Council for whatever reason and in any Court, which has jurisdiction, with the inclusion the signing of all necessary documents, This includes the power to instruct the Council's Attorneys to act on behalf of Council in such cases;
- 3. The issuing of a clearance certificate, which certifies that the rates, fees, amounts and interest in respect of a certain property in the municipal area, have been paid to the Council as required by the applicable legislation.
- 4. The claiming from and making of payments to, professional persons or firms.
- 5. The authority to release funds in respect of capital items in terms of the approved capital budget.
- 6. The authority to deduct money, due by any official to the Council, from salaries or wages.
- 7. The handling of requests from financial institutions for service delivery in respect of the payment of Municipal accounts.

8. The authority (in conjunction with the Accounting officer) to make a ruling in respect of the commencement with legal process for the claiming of expenses caused by damage to Council property by a third party, and for expenses in respect of injuries sustained by an official while on duty, in terms of the Workmen's Compensation Act.
9. The authority to perform the functions and exercise the powers that vest in the council in terms of the provisions of;
  - i. Dog Regulations;
  - ii. Financial Regulations;
  - iii. Regulations relating to the municipal Pension and Gratuity Funds; and
  - iv. Water Supply and Electricity Supply Regulations with regard to financial matters.
10. All requests for the lists of names and addresses of water and electricity consumers, as well as the taxation ledger, will be considered subject to the circumstances and requirements of the Council, which take precedence at all times.
11. The authority to sign the following documents;
  - (a) Share certificates in respect of approved loans;
  - (b) Documents concerning the collection of money owed to the Council, in either the Magistrate or the High Court; and
  - (c) Debt certificates.
  - (d) Cheques, Official orders and clearance certificates.
12. The authority to finalise insurance claims concerning the Council's internal insurance fund.
13. In consultation with the departmental head concerned, the authority to enforce the penalty clauses contained in Council's contracts for the late delivery of goods and services.
14. The maintenance of Council's Register for Lease Contracts and the informational submissions thereof to the Council on 30 June of each year.
15. Budget Control.
16. Attendance of Council and other relevant Committee Meetings.
17. The authority to appoint officials as Health and Safety Representatives for his department in terms of the provisions of the Occupational Health and Safety Act, 1993 (Act No 85 of 1993).
18. The monitoring /exercise of all duties vested in the Treasury Department.

#### ❖ **ADMINISTRATION MANAGER**

1. Attendance of all Council and other committee meetings as may be determined from time to time.
2. The authority to allocate or re-allocate dates for street collections for which applications have been received.
3. The authority to sign official correspondence and employment certificates.

4. The authority to perform the applicable functions and exercise the powers that vest in the council in terms of the provisions of-
  - a. Standard Rules and Orders;
  - b. Library by-laws;
  - c. Public Procession Regulations;
  - d. Leave Regulations;
  - e. Code of Conduct for Officials;
  - f. Conditions of Service;
  - g. Labour Legislation;
  - h. Other legislation applicable to local government; and
  - i. The Municipal Code.
5. Updating of all relevant legislation;
6. The authority to appoint officials as Health and Safety Representatives for his or her department in terms of the provisions of the Occupational Health and Safety Act, 1993 (Act No 85 of 1993);
7. As Human Resources Manager, responsible for;
8.
  - (a) Maintaining Personal Files, Appointment Letters, Employment Certificates, Unemployment Fund cards, addressing labour queries, personnel circulars, recommendation of leave application;
  - (b) Skills Development and Employment Equity; and
  - (c) General human resource management.
9. Committee services;
10. Responsible for overseeing the Libraries;
11. Support services to Mayor and Councillors;
12. Execution of applicable Council Resolutions;
13. Keeping registers: Policy Register, Standing Resolutions Register, leave Register and Attendance Registers of meetings;
14. Daily administration of the Department's Council administration
15. Budget control of the department;
16. Legal matters (updating, briefing council/personnel of any changes, etc).
17. Auxiliary Services: records (filing system), typing, switchboard, cleaning, photo- copying, messenger services etc;
18. Management and maintenance of Archives, including securities;
19. Drafting of Council Circulars to the community;
20. Secretarial Services: Disaster Management as well as other delegated Disaster Management Functions;
21. Editing of all official correspondence before forwarding;



22. Opening of daily mail and referral of items to HOD'S for comments/further information;
23. Compilation of legal notices and ensuring that they are published when and where necessary;
24. Public Relations;
25. The authority to consider applications for the licensing of businesses in accordance with the provision of the Business Act, 1991 (Act 71 of 1991).
26. The authority to take the necessary readings to measure BA values and acting within noise control legislation/regulations;
27. The issuing of building clause and waiver certificates as well as certificates for the raising of property title conditions to bring these in line with the Council's Town Planning Schemes.
28. The authority to issue certificates of condonation in terms of section 4(B) of the Sectional Titles Act 1988 (Act No 95 of 1988)
29. The authority to take the necessary steps to secure a suitable court order which obliges the owner or occupier of land or premises to meet the requirements of the Town Planning Schemes should such owners or occupiers of land or premises fail to meet the requirements of the said Town Planning Scheme.
30. The authority (in conjunction with the chief technical officer) to make recommendations (for submission to the Council) in respect of applications for the cancellation, suspension or amendment of title conditions which are restrictive, to bring the title deed of a premises into line with the Town Planning scheme, except in cases in which a revisionary clause in favour of the Council exists in the Title Deed.
31. The authority (in conjunction with the chief technical officer) to consider applications for Home industries and House Cafes in terms of the Town Planning Scheme. Where the application is of a controversial nature, which might have a significant impact on the surrounding community and objections have been lodged by surrounding property owners, the matter has to be referred to the Council for a decision.
32. Performing of any duties as may be delegated by the Accounting officer from time to time.
33. Publishing of general advertisements and promotions
34. Approval of advertisement signs in terms of council resolutions;
35. Approval of applications to exhibit and/or distribute posters and promotional material in terms of council directions;
36. Discipline within the Municipality;
37. Training and capacity building of employees;
38. Approval of acting allowances in terms of the Personnel Conditions of

Service;

39. The creation of temporary posts in the event of the occurrence of bottlenecks or emergency situations;
40. The application of disciplinary measures;
41. In the case of a new appointment, if such an appointee has been obliged to change his/her place of residence as result of the appointment, the granting of permission in terms of Council's Employment Policy for the payment of removal costs in respect of the appointee's movable property, provided sufficient proof of the costs incurred, has been furnished;
42. Confirmation of appointments of employees on probation to a permanent position or to extension of the probation period in the light of his/her performance and competence, subject to the provisions of labour legislation

❖ **CHIEF TECHNICAL OFFICER**

1. The authority to appoint officials as Health and Safety Representatives to his or her department in terms of the provisions of the Occupational Health and Safety Act, 1993 (Act no 85 of 1993).
2. The authority to perform the functions and exercise the powers that vest in the Council in terms of the provisions of;
  - (a) Sewerage Regulations; and
  - (b) Water and Electricity Supply Regulations.
3. The authority, in consultation with the Accounting officer, to permit private persons or organisations to perform work on Council property: Provided that–
  - (a) This does not prejudice the council's interests; and
  - (b) The Council is indemnified, in writing, against any damages and claims that may arise or result from such activities.
4. The authority to grant permission for the excavation of gravel on commonage at a tariff determined by Council from time to time, or at a standard tariff determined by legislation, whichever is applicable.
5. In consultation with the Chief Financial Officer, the authority to enforce the penalty clauses contained in Council's contracts for the late delivery of goods and services.
6. The authority to enter and inspect any site or premises within the municipal area and to question any person found on such a site or premises in respect of any matter which may be relevant at such a time.
7. Responsible for the proper functioning of Council's water Supply Network/water Reticulation.
8. Responsible for maintenance of Council's infrastructure, Buildings and Equipment.
9. The maintenance/upgrading of Council's Electricity Network.

10. The authority to appoint officials as Health and Safety Representatives to his or her Department in terms of the provisions of the Occupational Health and Safety Act, 1993 (Act No 85 of 1993).
11. The authority to perform the functions and exercise (in respect of Public Works) the powers that vest in the council in terms of the provisions of;
  - (a) Regulations Regarding cemeteries;
  - (b) Policies Regarding Control of Commonage; and
  - (c) Regulations Regarding Traffic.
12. The authority to erect traffic signs and to affect traffic measurements;
13. The responsibility for the maintenance and proper running of public toilet facilities in parks;
14. The authority to decide whether the Fire Fighting equipment may be used for fire fighting purposes outside the boundaries of the municipal area;
15. The authority to perform the functions and exercise the powers that vest in the council in respect of the use or discharge of fireworks, firearms or similar devices as contained in the provisions of the Explosives Act, 1958 (Act No 26 of 1958);
16. The authority to perform the following diverse functions and exercise the powers that vest in the Council in terms of the provisions of:
  - (a) Regulations Regarding Fire Brigade;
  - (b) Regulations Regarding Petroleum Liquid and other substances; and
  - (c) Regulations Regarding Traffic.
17. The authority to perform the functions and exercise the powers (in respect of electricity) that vest in the Council in terms of the provisions of;
  - (a) Electricity Supply Regulations;
  - (b) Electricity Act, 1987 (Act No 41 of 1987); and
  - (c) Occupational Health and Safety Act, 1993(Act No 85 of 1993) and the Electricity Act, 1987 (Act, No 4 of 1987) as supplier of electricity within the municipal area.
18. The monitoring/exercise of all duties vested in the Technical Department.
19. The authority to perform the functions and exercise the powers that vest in the council in terms of the provisions of;
  - (a) Regulations regarding display of advertisements;
  - (b) Regulations regarding Hawkers;
  - (c) Provisions of regulations 7 and 8 of the Noise Control Regulations promulgated in terms of the Environment Conservation Act, 1988(Act No 73 of 1988);
  - (d) Regulations relating to bakeries;
  - (e) Regulations relating to barbers, hairdressers and beauty salons;
  - (f) Regulations regarding boarding houses;
  - (g) Regulations regarding cleanliness of plots;
  - (h) Regulations regarding crèches or nursery schools;
  - (i) Regulations regarding keeping of pigs;

- (j) Regulations regarding laundries and receiving depots;
  - (k) Regulations regarding milk and dairies;
  - (l) Regulations regarding noxious or offensive trades;
  - (m) Regulations regarding public health and sanitation;
  - (n) Regulations regarding refuse removal;
  - (o) Regulations regarding the sale of meat, and
  - (p) The Health Act, 1977 (act No 83 of 1977).
20. The authority to issue all statutory notices for the elimination of nuisances;
21. The authority to sanction the relaxation of any structural changes to buildings in terms of the provisions of the regulations governing crèches and crèches-cum-nursery schools: Provided that the provisions of the National Building Regulations, 1977 are not contravened.
22. Regulation of Advertisement Boards/Signs and Posters erected/affixed within the Municipal area.
23. The authority to perform the functions and exercise the powers that vest in the Council in terms of the provisions of;
- (a) The National Building Regulations and Building Standards Act, 1977 (Act No 103 of 1977) of any regulations promulgated in section 5 of the Act, and
  - (b) The provisions of regulations in respect of the numbering and renumbering of buildings and places and the assignment and display of names on flat complexes.
24. Administration and related functions in respect of low cost (RDP) Housing.
- a) Approval of the placement of neighbourhood watches notice boards on Council property as well as restricting such placements.

## 7.11 LIST OF ABBREVIATIONS

<b>DM</b>	District Municipality
<b>LM</b>	Local Municipality
<b>IDP</b>	Integrated Development Planning
<b>LED</b>	Local Economic Development
<b>MSA</b>	Municipal Systems Act
<b>DFA</b>	Development Facilitation Act
<b>DGDS</b>	District Growth and Development Strategy
<b>SDF</b>	Spatial Development Framework
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>DHLG</b>	Department of Housing and Local Government
<b>DTI</b>	Department of Trade and Industry
<b>MIG</b>	Municipal Infrastructure Grant
<b>WSDP</b>	Water Services Development Plan
<b>ITP</b>	Integrated Transport Plan
<b>WSDP</b>	Water Services Development Plan
<b>LDOs</b>	Land Development Objectives
<b>StatsSA</b>	Statistics South Africa
<b>GVA</b>	Gross Value Added

**7.12 APPENDIXES**

**Appendix 1: Kareeberg IDP Process Plan 2009/10**

**Appendix 2: Budget 2009/10**

**Appendix 3: Consolidated Infrastructure Plan**